

# EXCEPTIONAL CANYON EXPERIENCES

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## HORSESHOE CANYON MASTER PLAN

February 2019



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A full-page background image with a warm orange-red color cast. It depicts two hikers from behind, standing on a rocky trail. The hiker on the left is wearing a dark shirt and pants with a large backpack. The hiker on the right is wearing a light-colored shirt, dark pants, a hat, and a backpack. In the background, there is a large, rounded rock formation or hill. The foreground is filled with dry, orange-brown grass and rocks.

# Executive Summary



## KNEEHILL COUNTY

Horseshoe Canyon (the Canyon) plays a critical role in greeting and introducing the Canadian Badlands region to visitors. It has also been a popular recreational area for County residents for many years. At Kneehill County, we understand that the experiences visitors have at the Canyon are a first impression for the region and can set the tone for their entire Canadian Badlands experience. We also understand how important the Canyon is to our residents.

Despite its extensive prime season visitation, the Canyon's potential to provide exceptional

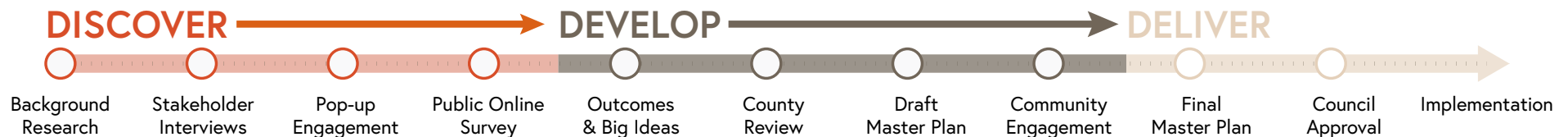
visitor experiences and drive positive benefits for County residents and our economy has yet to be realized. In addition, growing visitation is leading to concerns about impacts to the Canyon's ecological and historic resource values, public safety concerns and visitor conflicts.

To chart a positive future for the Canyon, we have worked collaboratively with our residents, adjacent land managers and stakeholders to develop the Exceptional Canyon Experiences: Horseshoe Canyon Master Plan. This plan defines how the Canyon will be strategically

and thoughtfully developed, managed and marketed over the next 10 years while embracing its conservation significance.

### Planning Process

Co-created with our residents, stakeholders and partners, development of this plan was no small undertaking. Initiated in May 2018, the planning process transitioned through three distinct phases.





## Engagement

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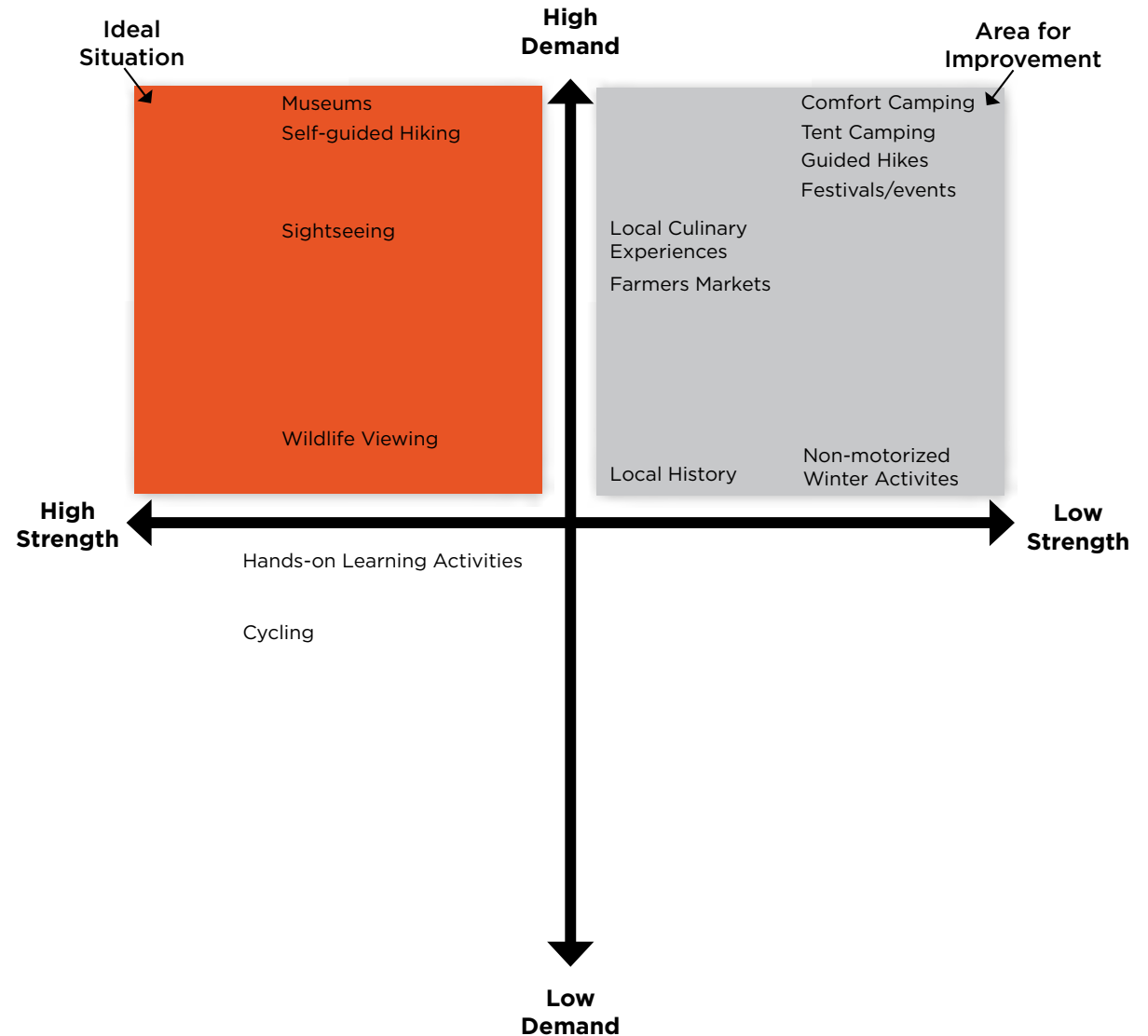
Achieving the true potential of Horseshoe Canyon will be a team effort. Kneehill County wants to, and will need to, work with many other partners as the plan is implemented. As such, we set out to ensure anyone with an interest in the site had a meaningful opportunity to shape its future. Online public survey, stakeholder interviews, online interactive mapping and an onsite sounding board were used to engage residents and stakeholders.

Through the engagement, residents, stakeholders and other participants were clear, the Canyon is appealing but more needs to be done to enhance the visitor experience, maximize the benefits the Canyon can bring to Kneehill County and better manage visitation. Participants identified the need to improve the amenities and infrastructure, enhance and diversify the attractions and activities available to visitors and strengthen management of the site.



## Market Research & Needs Assessment

Knowing and understanding our visitors is one of the most important aspects of planning and delivering exceptional visitor experiences. We know that the most successful destinations focus detailed attention on understanding who their best visitors are, where they come from, what these visitors want to experience and how best to communicate with them to compel them to visit. Our markets of greatest potential have been identified and their expectations are understood. We compared these expectations with the experiences available in the region and within the Canyon and identified gaps and opportunities for the Canyon.



## Horseshoe Canyon's Future

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### Exceptional Experiences

"A tourism product is what you buy; a tourism experience is what you remember" (Canadian Tourism Commission, 2015). As an industry, we are turning our attention away from selling commodities, products and services and have become precisely focused on the design and sale of engaging, authentic and memorable experiences. Moving forward, we will embrace and diligently focus our attention on delivering and enabling experiential travel. Every visitor who comes to the Canyon will have the opportunity to engage in an exceptional Canyon and Canadian Badlands experience.

### Unique Selling Proposition & Role in the Region

The tourism industry is fiercely competitive. To stand out amongst our competition, and to ensure our limited resources are wisely invested, we will deliver experiences that focus on our unique selling propositions and the Canyon's role in the Canadian Badlands Region.

### Unique Selling Proposition:

- » Close proximity
- » Jaw dropping beauty
- » Gateway location
- » Diversity of experiences
- » Immersive experiences
- » Blank canvas

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***Our focus is not on creating more visitation. Our focus is on giving visitors a reason to come to the County, stay longer, experience more and stimulate greater returns and benefits.***

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## Visitor Experience Areas

Available data and information about the Canyon's development constraints, regulatory requirements, recreation and tourism resources and current use patterns were used to inform the identification of "Visitor Experience Areas". These areas provide high level spatial direction for the varying visitor experience focus throughout the Canyon.

## Visitor Experience Strategy

- Proposed Canyon Top Pathway - Horseshoe Canyon Land & Nature Conservancy Land
- Proposed Canyon Top Pathway - easement to be negotiated



# Plan at a Glance

## Canyon's Role in the Region:

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The Canyon will become a signature must-experience gateway to the Canadian Badlands. It will evolve from a simple short “stop and see” experience to an experience that motivates travel to the Canyon and throughout the broader Canadian Badlands. Targeting families and nature-focused special events, the Canyon will provide visitors with soft-adventure day use and overnight experiences that allow visitors to have up close experiences with the Badlands that are unavailable at other well-known Badlands destinations.

## Outcomes

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The acquisition of the Canyon was, and will continue to be, a means to an ends. Through implementation of this plan, by 2029, we will have:

### Experiences

- » Diversified and greatly enhanced the memorable visitor experiences available at the Canyon.
- » Developed the Canyon into a destination that motivates travel to the County and the Canadian Badlands.

### Economic

- » Extended the length of stay of visitors and established the Canyon as a destination where visitors “stay and play” rather than “stop, look and leave”.
- » Increased the direct and indirect economic contributions the Canyon and tourism is making to the County and region.
- » Achieved reasonable rates of return on our investments in the Canyon.
- » Stimulated greater employment as well as private sector investments.

### Management

- » Effectively managed the infrastructure development and visitor use to minimize impacts to the Canyon's ecological and historic resource values and conflicts between visitors.
- » Minimized the negative impacts of development and visitation on County residents and adjacent landowners.
- » Established a positive and collaborative relationship with adjacent landowners and the broader Canadian Badlands tourism region.

## Strategies

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1. Provide a Diversity of Overnight Experiences
2. Develop a Visitor Pavilion and Event Hosting Space
3. Enhance the Day Use and Parking Areas
4. Enhance Visitor's Ability to Access the Canyon Bottom
5. Develop a Connected, Diverse, Inclusive and Appealing Mix of Trails

6. Provide and Appropriately Distribute Site Furnishings, Fixtures and Amenities
7. Improve Signage and Wayfinding
8. Provide the Necessary Utilities
9. Actively Manage Visitors and Visitor Use
10. Maintain the Canyon's Authentic Spirit of Place
11. Appropriately Resource the Development and Management of the Canyon

12. Undertake Regular and Preventative Maintenance
13. Integrate and Collaborate with the Nature Conservancy of Canada and other Adjacent Landowners
14. Ensure Reasonable Returns on County Investments and Private Sector Opportunities
15. Develop a Compelling Brand and Attract Target Markets





## Site Plan Overview

1. Canyon top trail development
2. Canyon trails
3. Visitor Pavilion
4. Accessible Trail
5. Day use and parking enhancements
6. Comfort camping development
7. Tent camping development
8. Suspension bridge



# 1

# Introduction



# 1.1. Purpose

As the first significant badlands landscape encountered by visitors who are enroute to Drumheller, Horseshoe Canyon (the Canyon) plays a critical role in greeting and introducing the Canadian Badlands region to visitors. It has also been a popular recreational area for County residents for many years. At Kneehill County, we understand that the experiences visitors have at the Canyon are a first impression for the region and can set the tone for their entire Canadian Badlands experience. We also understand how important the Canyon is to our residents.

Despite its extensive prime season visitation, the Canyon's potential to provide exceptional visitor experiences and drive positive benefits for County residents and our economy has yet to be realized. In addition, growing visitation is leading to concerns about impacts to the Canyon's ecological and historic resource values, public safety concerns and visitor conflicts.

To chart a positive future for the Canyon, we have worked collaboratively with our residents, adjacent land owners and stakeholders to develop this Master Plan. The Master Plan defines how the Canyon will be strategically

and thoughtfully developed, managed and marketed over the next 10 years in a way that embraces its conservation significance. More specifically, the Master Plan:

- » Identifies the primary target markets we want to attract to the Canyon as well as their visitor experience expectations,
- » Prescribes the visitors experiences that will be delivered in the Canyon and the infrastructure and amenities that will need to be developed to facilitate those experiences,
- » Outlines essential management strategies that will be applied to ensure visitation is appropriately understood and managed to minimize impacts to the Canyon, and
- » Sets direction for the development of key partnerships and collaboration.

This plan will be used to guide all capital, operational, management and marketing decisions regarding the Canyon.

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***"Horseshoe Canyon is a gem in our prairie profile, a part of the Canadian Badlands. It's an important attraction to maintain for our many visitors and residents to enjoy."***

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- County Resident

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Figure 1: Canadian Context



## 1.2. Planning Process

Co-created with our residents, stakeholders and partners, development of this plan was no small undertaking. Initiated in May 2018, the planning process transitioned through three distinct phases (see Figure 2 ).

During the **DISCOVER** phase we worked to fully understand the site, its history and current visitation. Relevant planning and policy documents were reviewed, and a field assessment was undertaken. Market research was completed to understand current and potential visitors, our local and regional competitors were studied to understand the experiences they were offering, and a gap analysis was completed to identify

opportunities to enhance the site based on the Canyon's competitive advantages and market expectations.

The **DEVELOP** phase was focused on engaging residents, stakeholders, Indigenous peoples and the provincial Government to generate ideas about the future of the site. We then took the engagement input together with the learnings from the discover phase and prepared a draft Master Plan.

The **DELIVER** phase, we reviewed the draft Master Plan and prepared a final Master Plan along with an implementation plan.

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**A VISITOR'S POINT OF VIEW:**  
*Horseshoe Canyon was even more amazing than the individual hoodoos in the area of Drumheller Alberta. It was an expanse as far as the eye could see carved out of the rock and yes in a horseshoe shape.*

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- Trip Advisor Review

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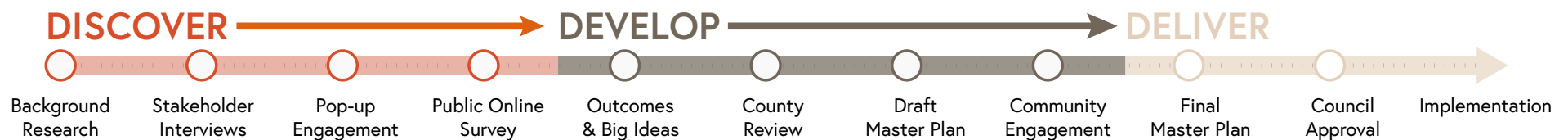


Figure 2: Planning Process

## 1.3. Engagement Process

Horseshoe Canyon has a long and storied history within Kneehill County. It is an important site for many people within Kneehill County and we know that achieving the true potential of Horseshoe Canyon will be a team effort. Kneehill County wants to, and will need to, work with many other partners as this Master Plan is implemented. Understanding the importance of the site, we set out to ensure anyone with an interest in the site had a meaningful opportunity to shape its future. The purpose of the engagement program was to generate information to allow us to understand the site, current visitation, issues and opportunities.

Timely and effective communication was critical to the success of the engagement efforts. To ensure residents and stakeholders were informed of the planning process, we communicated with residents through social media, website, direct mail and the local newspapers.

### How did we communicate?

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#### Social Media

- » 4 separate Facebook posts to 720 followers which reached approximately 2000 individuals.
- » 3 Twitter posts to 225 followers with 806 impressions

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#### County Website

- » A scrolling advertisement was placed on the homepage from July until August 6, 2018. There were 2,089 views of the page and 27% of that traffic clicked the links to the survey and online mapping tool
- » Digital newsletter was read 98 times with 3,398 impressions

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#### Direct Mail

- » Notice of the planning process and survey was distributed via Kneehill County Newsletter which is mailed to all landowners in Kneehill County (approximately 2,500 people)

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#### Newspaper

- » The Master Plan and survey link were advertised in the Three Hills Capital on July 11 & 18
-

# Engagement by the Numbers



Figure 3: Engagement Participation by Tactic



# 2

## Planning Context



## 2.1. Location

Located on highway 9 in the south east portion of Kneehill County, the Canyon is just 17 kilometers from Drumheller, AB. Regionally, the Canyon is conveniently situated within a reasonably short drive of most of Alberta's major population centers including:

- » Calgary (120 km),
- » Red Deer (160 km),
- » Lethbridge (238 km),
- » Medicine Hat (250 km) and
- » Edmonton (310 km).

Similarly, the Canyon is conveniently located near many well-known regional tourism attractions including:

- » Royal Tyrrell Museum (24 km)
- » Blackfoot Crossing Historical Park (89 km)
- » Dry Island Buffalo Jump Provincial Park (107 km)
- » Dinosaur Provincial Park (180 km)

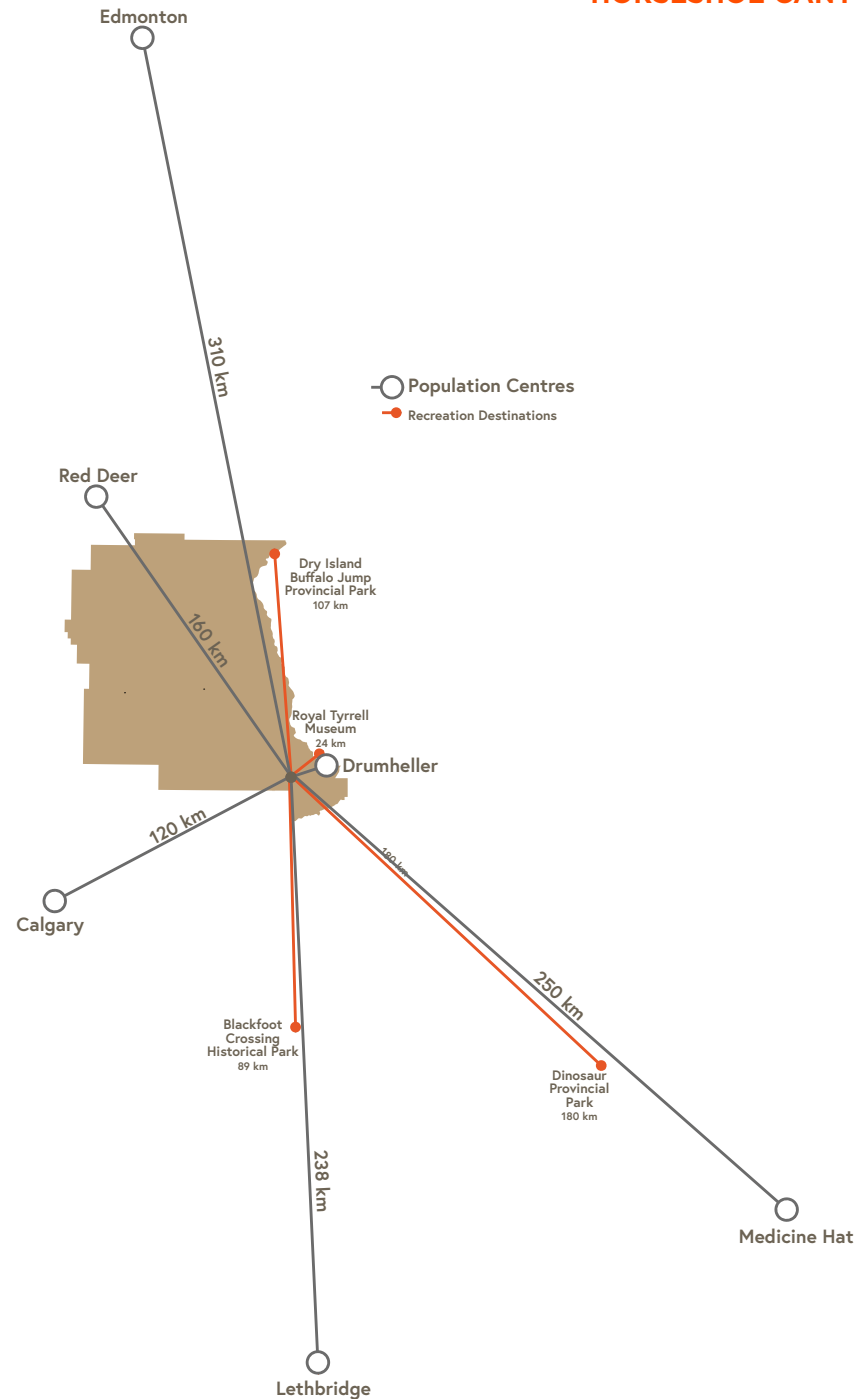
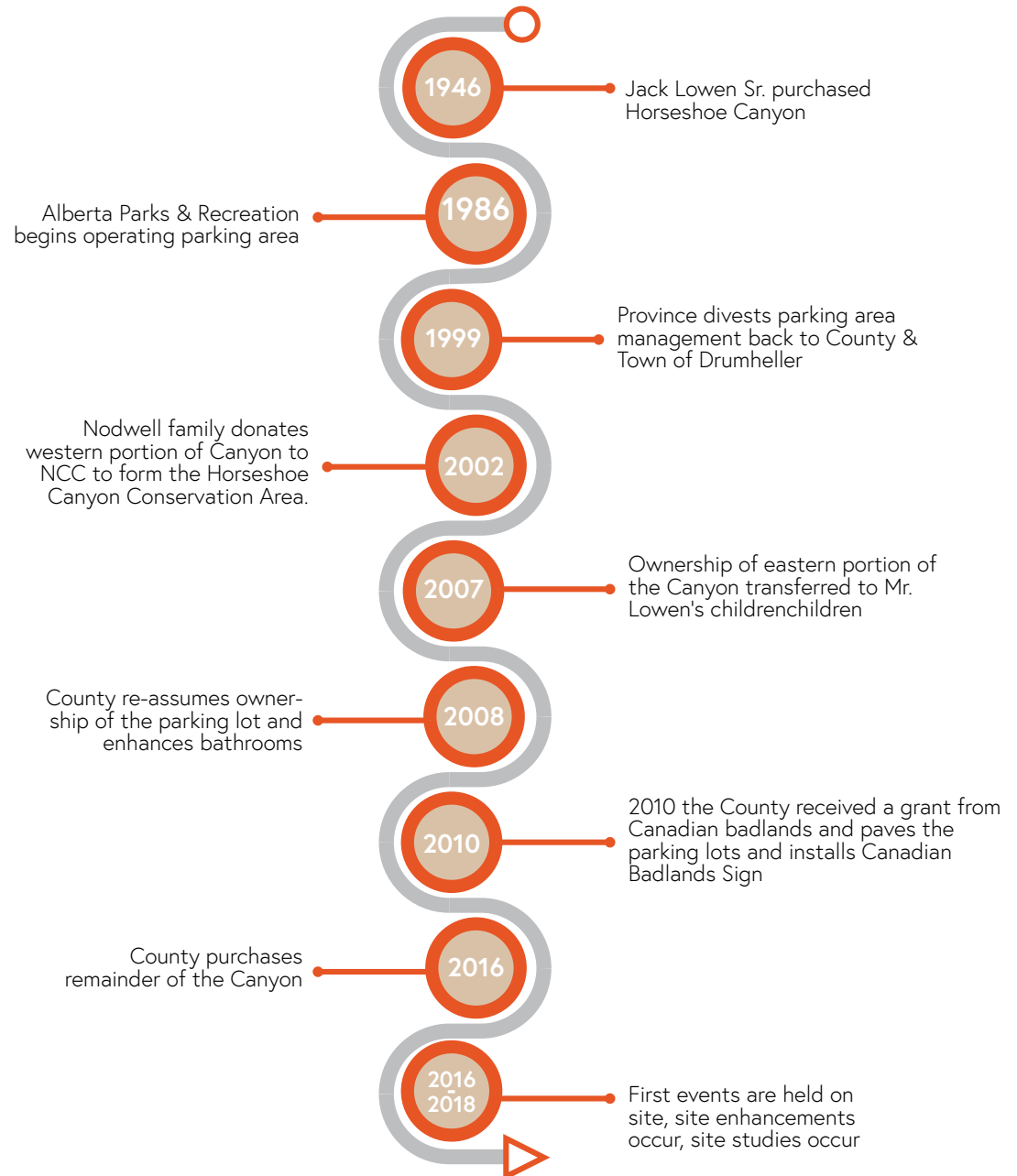


Figure 4: Nearby Urban Centres and Attractions

## 2.2. History of Horseshoe Canyon

Horseshoe Canyon has a long and storied past. Named after the visible Horseshoe Canyon geological formation, the canyon was owned by the Lowen family from 1946 until its purchase by Kneehill County in July 2016. Kneehill County has been involved in the management of the site for decades. Originally, Kneehill County managed the parking area through a long-term lease from the landowner. The lease was then turned over to Alberta Parks and Recreation in 1986. In 1999 the Province made plans to either privatize or close the parking area and, at that time, Kneehill County together with the Town of Drumheller entered into a partnership agreement to take over the parking area and further promote tourism to the site and region. By way of a generous donation from the Nodwell family, in memory of their Mother Leila who travelled the site extensively, and many other donors, the Nature Conservancy of Canada (NCC) established the western portion of the Canyon as the Horseshoe Canyon Conservation Area.

This site was recognized, in 2017, as one of the NCC's 20 Nature Destinations across Canada. In 2008, Kneehill County re-assumed ownership of the parking lot and enhanced its surfacing and the outhouses. Since acquiring the eastern section of the Canyon in 2016, Kneehill County has been working to enhance both the visitor experiences offered and management of the site. Upgrades and enhancements to the site have included construction of access road, staircases, view platforms, landscaping of the day use area, sign installation, program development and delivery and strategic planning for the site's future.





## 2.3. Local & Regional Planning & Policy Direction

The future of the Canyon is not being planned in isolation. Efforts have been made to ensure the plan aligns with existing statutory and non-statutory policy and planning direction. This plan has been specifically designed to ensure the future of the Canyon will contribute positively to our priorities in Kneehill County as well as to the priorities of our partners, the region and the Province. Overtime, if there is interest and as the relationship is built, there may also be opportunity for the site to contribute to the economic development and cultural priorities of the Blackfoot Confederacy.

The plan contributes to the relevant policy and planning initiatives in the following ways:

### The master plan aligns with policy direction by...

#### Kneehill County Municipal Development Plan

- » Establishing the Canyon as a strong tourism destination in Kneehill County that will attract new visitors and help to establish tourism as a thriving business opportunity.
- » Encouraging diversification and enhancement of the agricultural sector by enabling culinary tourism programming and events.
- » Protecting and conserving environmentally sensitive lands in the Canyon by adhering to the Restrictive Covenant, applying low impact development practices to mitigate impacts of development on the site and effectively managing visitor use.
- » Enhancing recreational opportunities for residents and visitors alike.

#### Kneehill County Land Use Bylaw & Restrictive Covenant

- » Ensuring the proposed developments in the Canyon are permitted or discretionary uses allowed in the Recreation District zone.
- » Limiting developments within the Restrictive Covenant to those developments and activities permitted under the covenant.

#### Kneehill County Tourism & Recreational Masterplan

- » Following through on the development of the Canyon as a focus area for tourism.
- » Implementing the vision for development of the site including viewpoints, trail improvements and boardwalks, a visitor centre, and the provision of food/drink options.
- » Outlining next steps for establishment of a joint-use agreement with the Nature Conservancy of Canada.
- » Outlining the next steps for development of partnerships with tourism operators.

LOCAL

## The master plan aligns with policy direction by...

### South Saskatchewan Regional Plan

- » Further positioning the Canadian Badlands as a world class, year-round tourism destination.
- » Enhancing the visitor experiences in the Canadian Badlands Tourism Destination.
- » Encouraging and directing investment and infrastructure development in a high value tourism area.
- » Helping to conserve biodiversity and healthy functioning ecosystems.
- » Ensuring there is a wide range of recreational opportunities that meet the desires of residents and visitors.

### Canadian Badlands Tourism Development Strategy

- » Expanding and enhancing Drumheller as a Hub and Gateway.
- » Increasing tourism experiences focused on the badlands including upgrading of interpretive attractions and culinary experiences
- » Enhancing the Dinosaur Iconic Touring Route with another major attraction to the product mix.
- » Expanding outdoor recreation opportunities in the Badlands region including hiking and mountain biking.

### Drumheller Tourism Master Plan

- » Growing the businesses and experiences that create a reason to visit the Dinosaur Valley.
- » Positioning, branding and marketing the Town in the conference and meetings market.
- » Generate year-round tourism opportunities through festivals and events.
- » Investing in upgrades to the quality of basic tourism infrastructure including enhancing trail systems, creating a sense of place through signage and wayfinding,



# 3

## Existing Site Conditions



## 3.1. Land Ownership, Municipal Zoning & Restrictive Covenant

The Canyon, as the visitor experiences it visually, is approximately 230 hectares in size. As shown in Figure 5, Kneehill County owns nearly 100 hectares (267 acres) of the eastern half of the Canyon while the Nature Conservancy of Canada (NCC) owns the remaining 130 hectares (320 acres) of the western portion of the Canyon. Kneehill County owned portion of the Canyon is zoned as Recreation District and a Restrictive Covenant exists on the southwestern portion of Kneehill County owned lands. The Restrictive Covenant permits the following:

1. Lands that sit above the canyon may be developed solely for the purpose of a day-use area, overnight campground and such necessary and ancillary structures, and
2. Such alterations or development of the Lands, both above the canyon and in the canyon, to allow for walking trails, bicycle paths, or such other minimally environmentally invasive alterations or developments.

The Restrictive Covenant prohibits the use of motorized vehicles except where the vehicles are being used for construction and / or maintenance of the site.

The NCC owned lands are zoned Agriculture and are being managed in accordance with the NCC Property Management Plan for the site. With the exception of a 30-acre parcel south of the Canyon, which is zoned Mixed

Use and contains a newly developed private campground, all other lands immediately adjacent to the Canyon are zoned Agriculture.

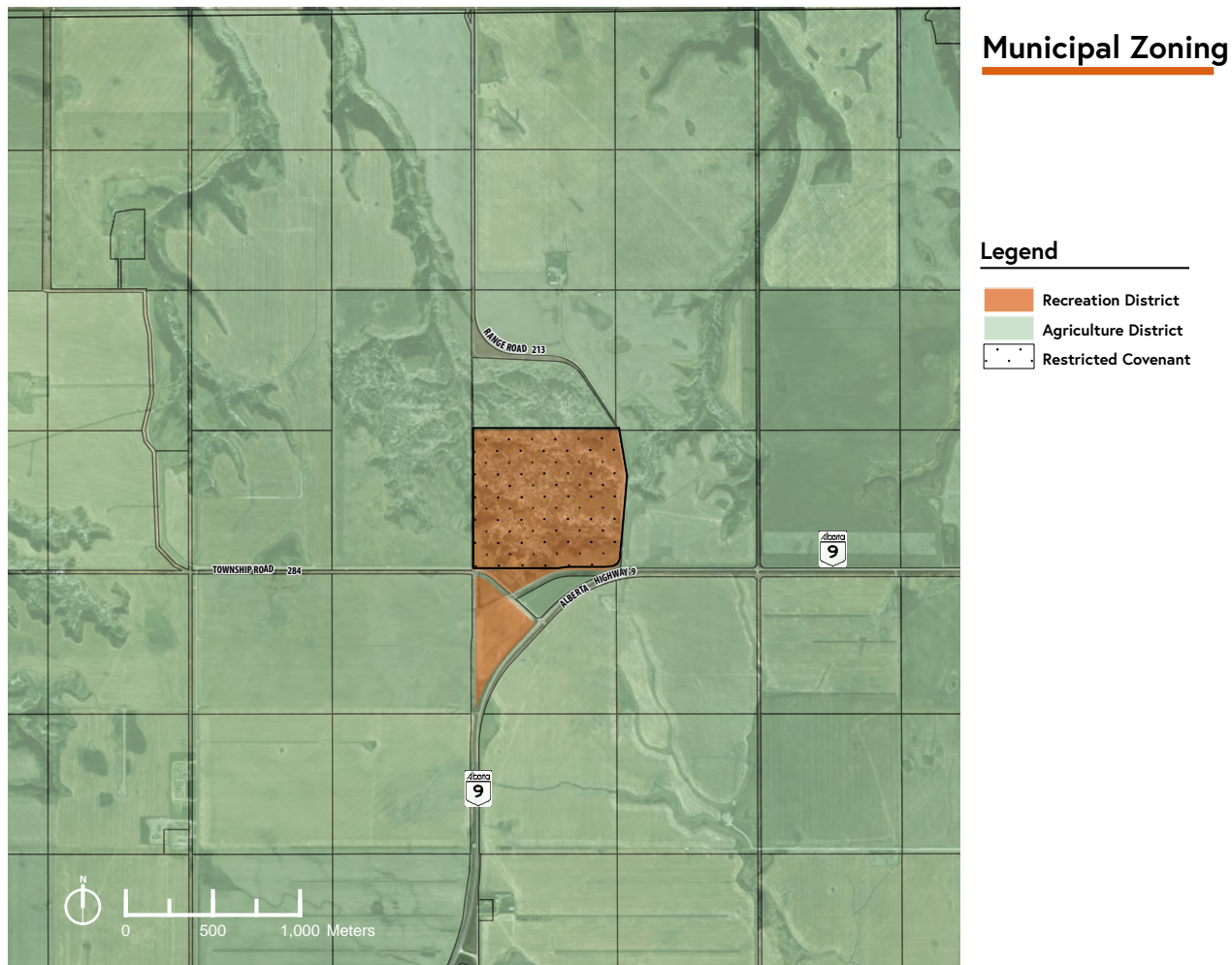


**Ownership Map**

**Figure 5: Land Ownership**

## ***RESTRICTIVE COVENANT ALLOWS...***

***Lands above the canyon  
to be developed for a  
day use area or overnight  
campground while lands  
within and above the canyon  
can have walking trails,  
cycling paths or minimally  
environmentally invasive  
alterations or developments.***



**Figure 6: Municipal Zoning**

## 3.2. Current Visitor Activities & Amenities

### 3.2.1. Visitor Activities

The Canyon is currently enjoyed in a diversity of ways. Common summer activities include:

- » Sightseeing
- » Hiking / Walking
- » Picnicking
- » Photography
- » Special event hosting (e.g. Long-table dinners, markets)
- » Nature study
- » Helicopter tours

Though the Canyon is most popular in the peak season of summer, some winter activities are also enjoyed, including:

- » Hiking / walking
- » Photography
- » Nature study

Though the majority of visitation is self-guided, informal group hikes and tours do occur within the Canyon from time to time. The greatest intensity of activities and use occur in the existing day use area and rapidly decline beyond the day use area (see Figure 7).

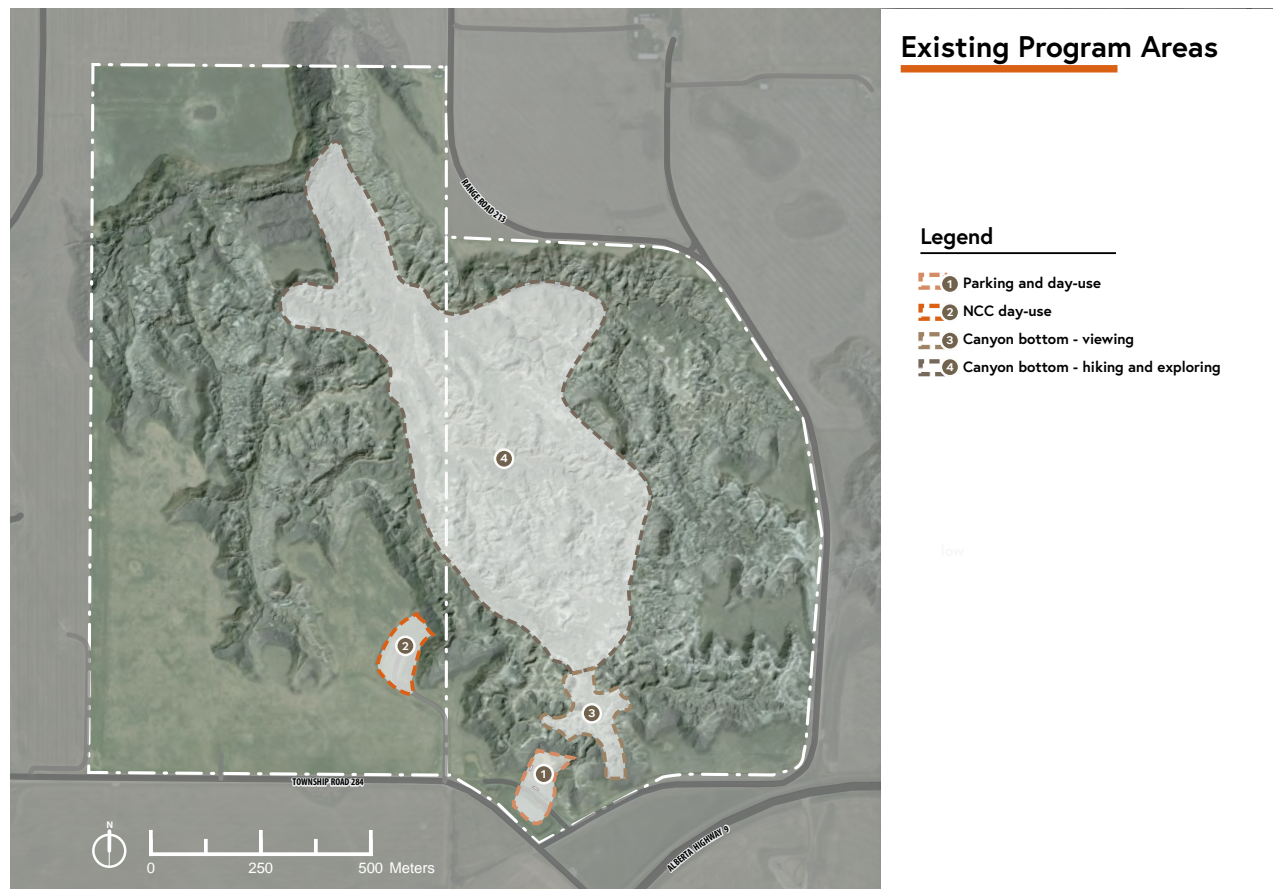


Figure 7: Existing Program Areas



## 3.2.2. Onsite Amenities

The Canyon currently provides visitors with a number of basic comfort and convenience amenities including:

- » Viewing platforms
- » Waste receptacles
- » Vault toilets
- » Day use shelter
- » Picnic Tables
- » Benches
- » Parking
- » Trails

All amenities are concentrated in the existing day use area. No amenities are available for visitors who explore the canyon bottom.

### HORSESHOE CANYON MASTER PLAN



Viewpoint



Waste Receptacles



Picnic Table



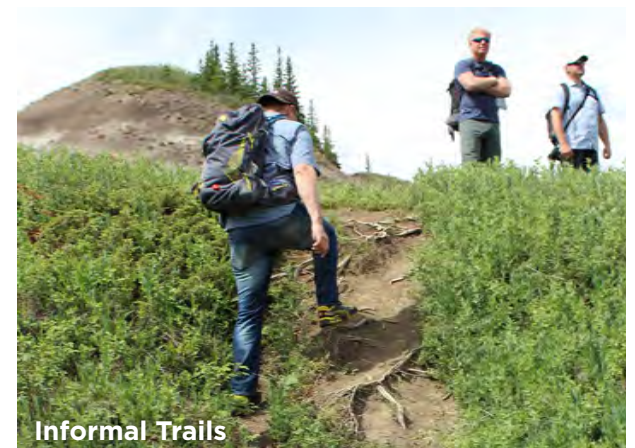
Interpretive Signage



Parking & Toilets



Canyon Access



Informal Trails



## Site Circulation

Informal trails exist throughout the site. This shows some of the more commonly tread routes.

### Legend







-  Road and vehicle access
-  Gravel trail and emergency access
-  Informal natural surface trail
-  Viewing platform
-  Vehicle gateway
-  Trail gateway



Figure 8: Site Circulation

### 3.2.3. Existing Utilities

Though some utilities are close to the Canyon, no utilities are available on the Canyon site. All utilities, including power, potable water, waste water management systems will need to be run to the site or provided on site.

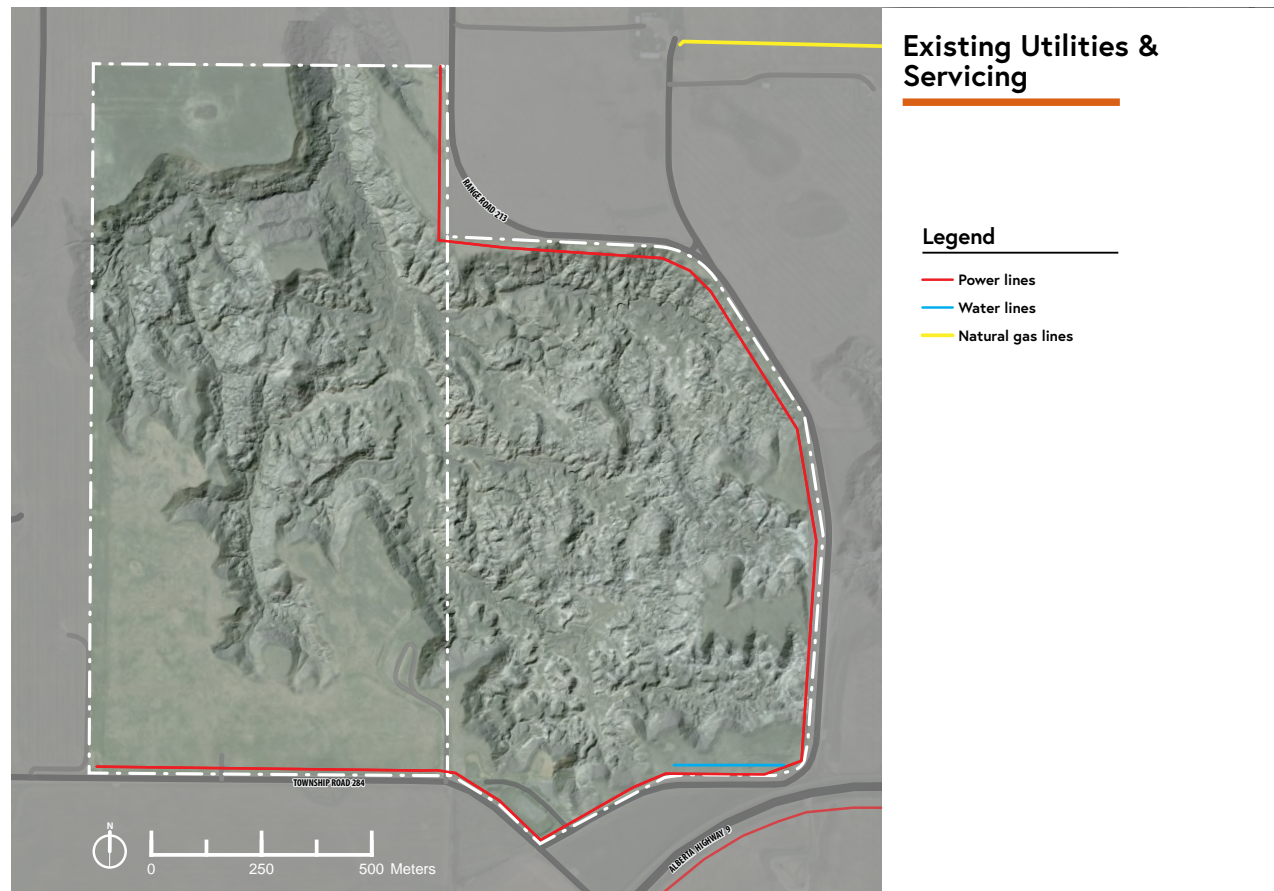


Figure 9: Existing Utilities



## 3.2.4. Ecological Resources

Arguably, one of the Canyon's greatest appeals is its ecological resources including its dramatic landscape, interesting vegetation, and wildlife. As we chart the future of the Canyon, we know how important it is to ensure the Canyon's ecological resources and natural processes are maintained particularly within the restrictive covenant area. We recognize that conserving the ecological resources is important for maintaining both the health of the local ecosystem and the long-term tourism viability of the site.

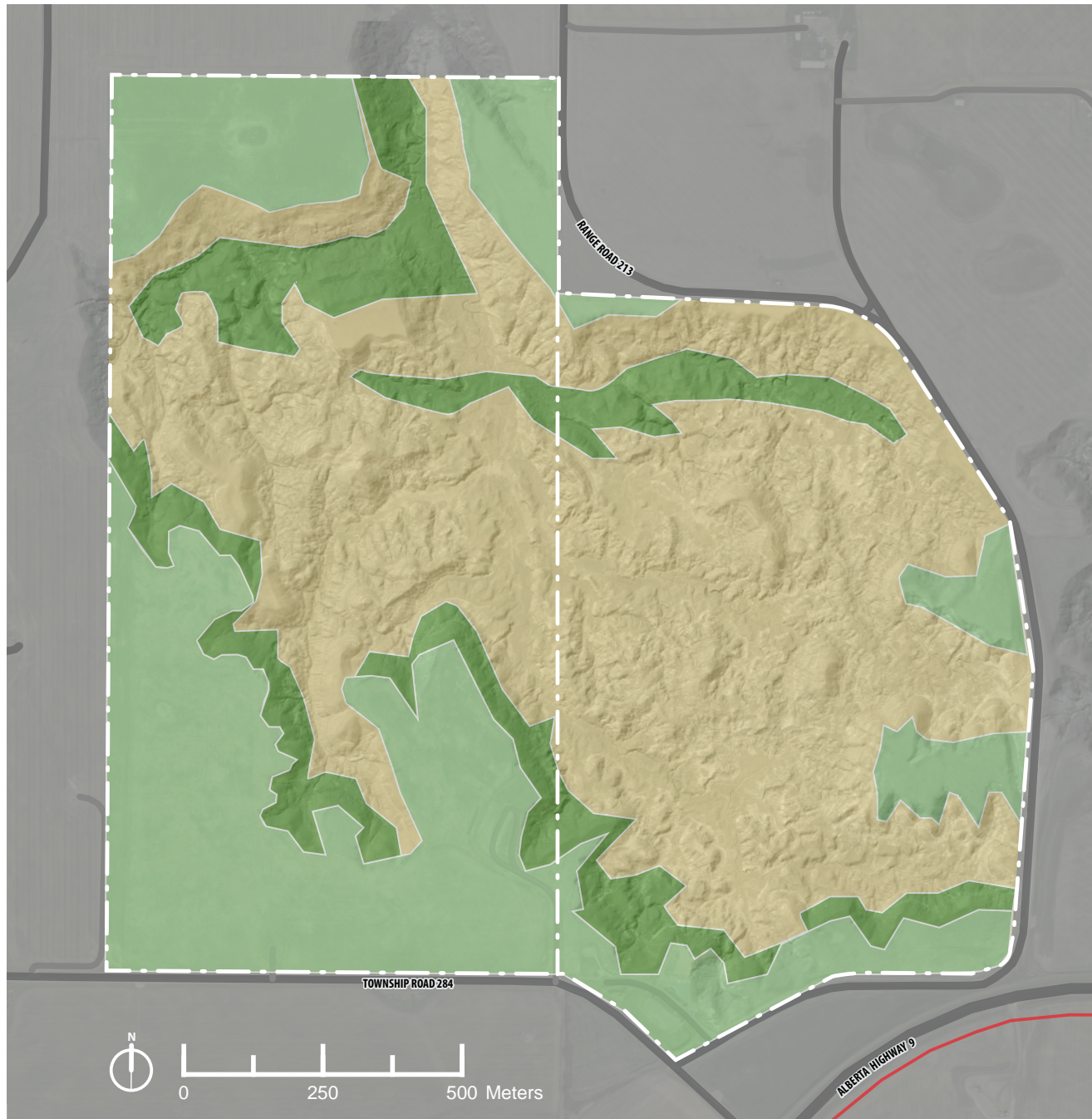
As a badlands depression on the Alberta prairie, the Canyon has three unique vegetation and habitat types: the prairie, wooded coulée slopes along its banks, and the badlands at the heart of the Canyon. The most common vegetation in the prairie area are semi-arid grasses that are consistent with natural grasslands in the area. As the site transitions toward the Canyon, the banks consist of shrubs such as juniper, silverberry, and saskatoon. The slopes also have a mix of poplar and spruce trees, depending on the orientation of slopes. In the canyon bottom there is a mix of vegetation including the shrubs and trees commonly seen on the Canyon's slopes. Unique and curious vegetation such as the prickly pear cactus and various types of lichen can also be found

throughout the Canyon bottom.

The Canyon is also home to numerous wildlife including deer, rodents, gopher and badgers. The site is also popular with birders as many different bird species live and travel through the Canyon and can be seen and heard regularly. Commonly seen birds, as recorded through eBird, include: House Sparrow, Bohemian Waxwing, Snow Bunting, Common Redpole, Mountain Bluebird, and the Black-capped Chickadee.

The Canyon was largely formed and has been shaped over time through the natural process of erosion. This process has given Horseshoe Canyon its unique character. It is important to enable this natural process can continue within the Canyon rather than something that is designed against. The geology and plant cover of the area means that banks of the Canyon may quickly erode and, as a result, are continually changing and shifting. A heavy rainfall event may result in new drainage channels and altered watercourses on the site. Infrastructure developed along the canyon top and within the canyon bottom will be designed to embrace the process of erosion and continual shifting and morphing of the canyon walls and bottom.

## Observed Ecological Zones



### Legend

- Prairie
- Wooded coulee
- Badland

Figure 10: Observed Ecological Zones



## Vegetation and Wildlife

Listed below are some of the vegetation and wildlife that are typical in Horseshoe Canyon.

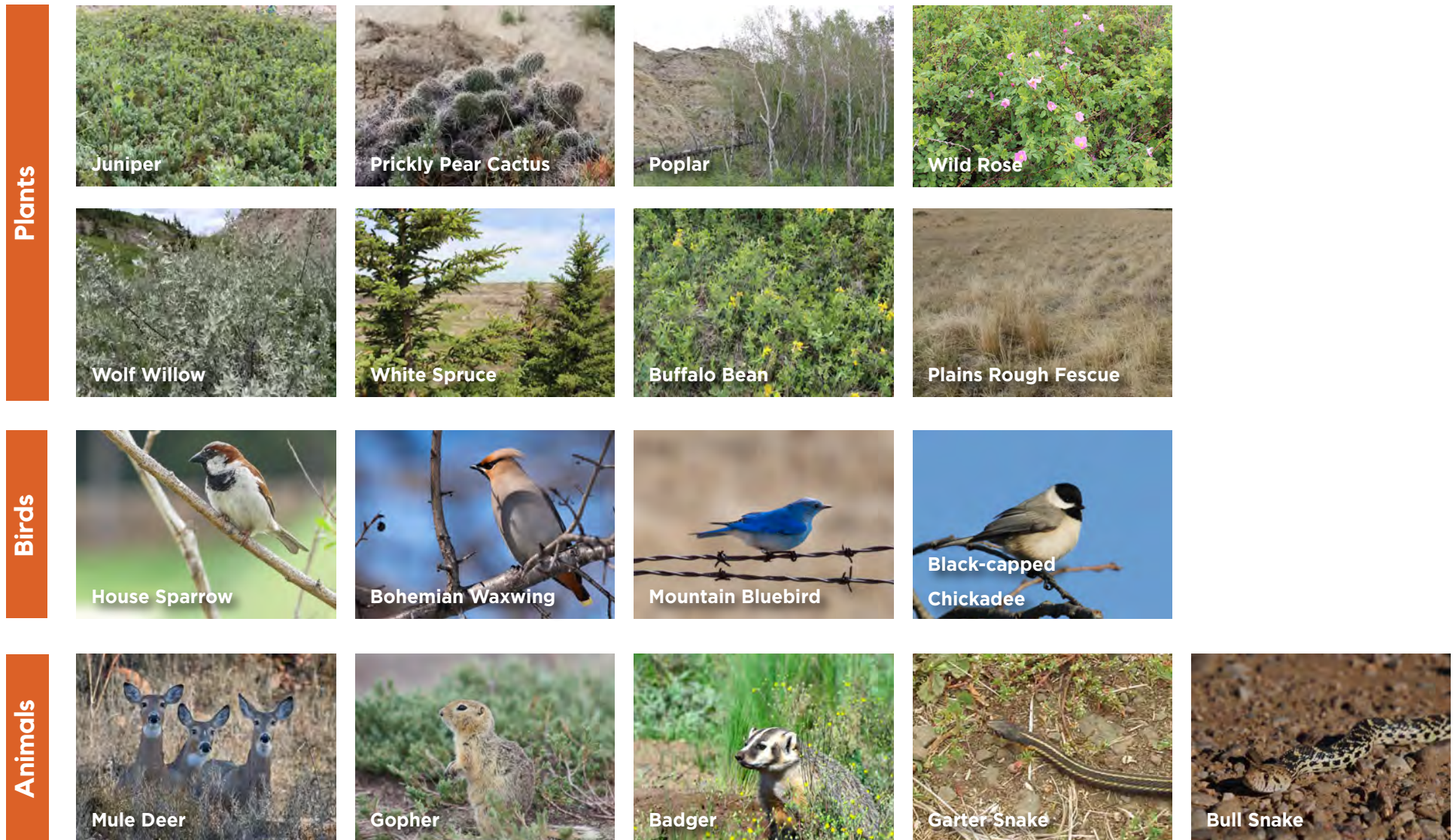


Figure 11: Common Vegetation and Wildlife



## 3.2.5. Historic Resources

The Drumheller area is famous for its paleontological significance and the discovery of dinosaur fossils. The Royal Tyrrell Museum is a world-class paleontology museum and is located a short drive from the Canyon. While the Canyon does contain various fossils, it is no longer considered a significant paleontological site by the Royal Tyrrell Museum. This makes the Canyon a good site to allow visitors to experience the badlands in a way that is not possible to be showcased in more protected sites – the Canyon can allow greater visitor use than highly significant paleontological sites, and therefore presents an opportunity to educate visitors about why the area has become so well known. This also presents an opportunity to explain the geology of the Canyon formation, and how the badlands in general have come to be.

The assigned Historic Resource Value for the Canyon bottom is 3, which means that it “contains a highly significant resource that will likely require avoidance”.<sup>1</sup> The lands above and surrounding the Canyon have a Historic Resource value of 5, which means that it has “high potential to contain a historic resource”.<sup>2</sup>

<sup>1</sup> Alberta Culture and Tourism, Listing of Historic Resources: Instructions for Use, (2018).

<sup>2</sup> Alberta Culture and Tourism, Listing of Historic Resources: Instructions for Use, (2018).

The Canyon represents the meeting of the Horseshoe Canyon and the Battle Formation. The Horseshoe Canyon Formation mainly includes Late Cretaceous fossils while the Battle Formation mainly contains items from the Upper Cretaceous.<sup>3</sup> As these two Formation types converge at Horseshoe Canyon, there is opportunity to include educational elements through guided tours and educational signage that articulates both the significance and the differences between the two formations, both in terms of geology and fossil types. On site, the trained eye can see the contact between the two formations.<sup>4</sup> The ability to view different soil strata as well as coal seams and coalified plant material add further intrigue into the geology and paleontological history of Horseshoe Canyon, which will be further animated through educational elements on site.

<sup>3</sup> D. Eberth and D. Braman, A revised stratigraphy and depositional history for the Horseshoe Canyon Formation (Upper Cretaceous), southern Alberta plains. Canadian Journal of Earth Sciences, (2012).

<sup>4</sup> Aeon Paleontological Consulting, Historical Resources Impact Assessment, (2017).



## 3.2.6. Visitor Impacts

Visitation to the Canyon continues to grow. Impacts from increased visitation are growing due to a lack of suitable infrastructure and management strategies. Recognizing that growing ecological and social impacts in Canyon will eventually pose a risk to the quality of the visitor experience as well as the site's ecological and historic resources, we know it is imperative to understand, anticipate and actively manage such impacts. Based on the experience of County staff and the field assessment, it is clear that the most notable and concerning impacts occurring on the site include:

### Ecological:

- » Storm water management and erosion
- » Trail braiding & erosion
- » Social trail development
- » Trampling & vegetation loss
- » Introduction and spread of invasive species
- » Removal of historic resources
- » Litter



Historic Resource Collection

### Social and Visitor Experience:

- » Crowding at the day use area
- » Conflict between visitors
- » Graffiti & vandalism
- » Rock stacking & rock cairns
- » Theft

In the interests of maintaining the quality of the visitor experience as well as minimizing impacts to the Canyon's ecological and historic resource, a comprehensive visitor management strategy has been included in this plan.



Social Trail Erosion



Stormwater Runoff Erosion



Trail Widening and Channelization



Rock Stacking and Cairn Development



### 3.2.7. Existing Capital & Operational Budgets

The Canyon was purchased for \$711,000. The purchase occurred in two acquisitions with the first 160 acres purchased in 2016 and the remaining 68 acres purchased in 2017. To date, the capital expenditures and operations of the Canyon are funded through Kneehill County's Parks and Agricultural Services budget. The average annual operational expenditures, not including staff wages, was \$40,000.

To date, no County staff are fully dedicated to the operations of the Canyon. However, estimates suggest that 1 full-time equivalent (FTE) of management staff time are spent on site administration (e.g. planning, bookings, coordinating operations, administration) and approximately 3 FTE's of full-time landscape staff and seasonal staff are currently spent on operations (e.g. outhouse cleaning, site clean-up, watering, minor construction) in the Canyon. Given the current popularity of the site and the growing events being organized on site, it is a challenge for staff to meet the operational demands associated with Canyon while also meeting their other priorities elsewhere in Kneehill County. Prior to acquisition of the Canyon in 2010, Kneehill County invested \$437,463.57, including a \$273,750 Canadian Badlands grant, in

paving the parking lots. Since acquisition of the Canyon, Kneehill County has invested approximately \$389,000 of County capital and an additional \$25,000 from the CN eco connexions grant into capital improvements (viewpoints, day use area, amenities, tree plantings) on site. Kneehill County has also invested an additional \$100,000 into preparing the master plan for the site of which \$75,000 was a grant from the Province.

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***\$711,000: the purchase price for the Canyon***

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# 4

## Competition & Co-opetition



## 4.1. Competitive Landscape

The tourism industry is fiercely competitive. Destination managers need to find an edge that allows them to successfully compel visitors to choose their destination over the competition. Before creating a plan for the Canyon, we needed to consider what experiences are currently provided to visitors by our competition. We then needed to identify the gaps in the desired visitor experiences as well as opportunities to differentiate the Canyon from our competition.

To evaluate the competitive landscape, we made the assumption that the majority of visitors to the Canyon are already en-route to Drumheller from either Calgary or Edmonton. It was assumed that no one en-route to Drumheller would want to stop and stay at any accommodation that is less than 75% of the way to Drumheller from either of these cities. This assumption allowed us to narrow the geographic scope of the competitor review. The review of the competitive comparators looked at accommodation and activities that currently exist on the travel routes from both of the province's largest cities that are within relatively close proximity to both the Canyon and Drumheller. Through this analysis we learned the following:

### Accommodation En-Route to Drumheller

Accommodation near the Canyon and Drumheller is limited. There are several small towns in close proximity to both the Canyon and Drumheller that all provide visitors with a small to medium sized RV park in which to stay. Some of the towns included: Three Hills, Carbon, Acme, Beisker, Morrin, Michichi, Trochu, Swalwell and Rosebud. The level of service and the attractiveness of the identified RV parks varied considerably. Some of the most attractive ones are located on waterways such as the Red Deer River. There is an existing campground adjacent to Horseshoe Canyon that largely caters to RVS. Very few communities en-route to Drumheller or around the Canyon have a B&B or a small motel. The B&Bs and motels that exist offer a modest service level and are of a modest size with very few offering more than 10 rooms.

### Accommodation in Drumheller

We then looked at Drumheller specifically. The town contains several hotels, motels, B&Bs and a few campgrounds as well as a few activities being offered in the immediate area. Clearly the Royal Tyrrell Museum is the primary attraction for the area. Much of the

town of Drumheller is themed with dinosaurs and fossil related graphics and art. Most of the accommodation offer a modest level of service, with a few of the major hotel flags providing the most refined accommodation. Despite this accommodation being 2 to 3 star in quality, the reality is that during the peak season of the summer months it appears that most of the accommodation in Drumheller is occupied (based upon anecdotal evidence as well as the museum's attendance numbers) leaving one to assume that there is an opportunity to provide overnight accommodation at Horseshoe due to its proximity to Drumheller as well as the activities that are proposed for the Canyon.

### Activities & Attraction in Drumheller & Nearby

From a visitor activities perspective, there are few activities besides the museum offered in Drumheller and little that appeared to be in direct competition to what could be delivered at the Canyon. Considering the world-class museum product that anchors the town's tourism offerings, there are not many activities and services offered in the area other than the accommodations, a few food and beverage offerings, a few hikes, some paddling and an electric bikes rental operation.

The most obvious and potentially significant, competitive attraction is that of Horsethief Canyon. Horsethief Canyon is quite similar to Horseshoe Canyon. It is somewhat limited in size, and even less developed. It is more isolated, off the beaten path (secondary and tertiary roads from Munson) and more complicated to drive to compared to Horseshoe. That said, it is described in user reviews as being a stunning canyon that was equal to Horseshoe Canyon in terms of beauty and interest (Travel Advisor). It is likely that had Kneehill County purchased Horsethief Canyon instead of Horseshoe, that it could have become exactly what has been proposed for the latter. However, this is the perfect example of the effects of a “first-mover” advantage. Once Horseshoe Canyon has been developed, one can safely assume that it is unlikely that Horsethief will be developed into a very similar product as they are simply too close to both be successful. Conversely, however, Horsethief Canyon is located on the specific “Dinosaur Trail Scenic Loop Drive” that originates and ends in Drumheller and is marketed by the town. As such, it may provide an undeveloped, badlands experience which some guests may prefer to that of the newly developed product featured at Horseshoe Canyon. This is particularly likely for those previous guests who have enjoyed the undeveloped Horseshoe Canyon product in the past. For this reason, it is particularly important that Horseshoe Canyon not be developed into an attraction that many guests deem as being too commercial in nature.

Dinosaur Provincial Park is a guest experience

that is outstanding, is in a badlands area, provides glamping accommodation and has some similarities to Horseshoe Canyon. It is not considered as strictly a competitor to Horseshoe as it is located over 2 hours’ southeast of the Canyon and Drumheller from both Calgary and Edmonton. It is considered a potential co-opetitor as it is located on and marketed as part of the Dinosaur/Badlands Trails experience by Travel Alberta and others. It therefore could be an element of a guest experience that would see visitors stop at Horseshoe Canyon, Drumheller and eventually Dinosaur Park as part of a longer vacation experience that is themed around the badlands and paleontology.

### Promising Practice Destinations

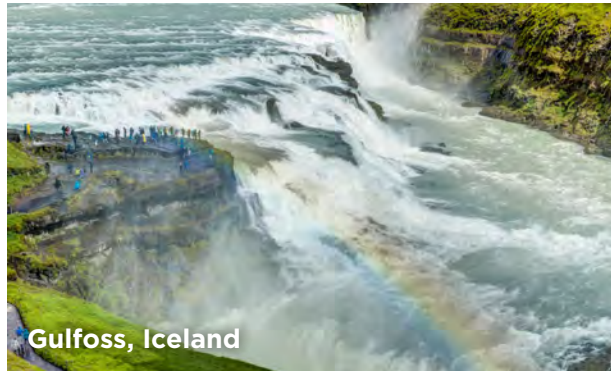
“Promising practice” locations where a badlands/canyon environment had been developed into a successful tourism offering were also reviewed. The areas surrounding the town of Sedona and the Grand Canyon in AZ., as well as Moab and the Canyonlands area in Utah, all in the USA, were the locations that stood out. These locations are significant, long haul destinations and are examples of some of America’s greatest tourism assets. As such, one has to be careful in how one draws a connection between them and Horseshoe Canyon in terms of similarities and subsequent shared opportunities. They do, however, provide excellent examples of best-in-class desert/badlands activities. Several of these activities can be incorporated into the activities being considered for the Canyon. All three locations

have mountain biking and hiking as their pillar outdoor activities which is a critical similarity with the Canyon and speaks to the strength of these two activities as major visitor attractors. A key lesson from these comparators to note is that they all strive to create a critical mass of attractions that appeal to many types of visitors. Very physically challenging activities are mixed with very sedentary activities as well as significant food and beverage and retail opportunities. One important thing to also note is that a significant effort has been made to ensure that the major attractions, both topographical and man-made, are all accessible to persons with mobility issues. This is undoubtedly due in part, to the requirements of the Americans with Disabilities Act, however the extent to which operators have provided access suggests that there is also a commercial advantage as well as a social responsibility in providing this service. Ease of access to the canyon itself is a critical issue that Horseshoe will need to address for the future.

One international example stood out in the research. The Gullfoss Waterfall (gulfoss. is) in Iceland shares several similarities with Horseshoe Canyon in that it is a singular, relatively small, topographical feature that is a little over an hour’s drive from a major city (the capitol city of Reykjavik). This is now a major tourism asset in Iceland; however, it began as a simple tent that was pitched on the side of the road where folks stopped to see the waterfall. A local family served a few local food items out of the tent to these visitors and the venue grew organically from there. Viewing



the waterfall and the roadside parking are all offered free of charge. Of note is the fact that a boardwalk has been built to allow for easy access to the falls from the restaurant which requires a short, 3-minute walk. Again, easy access for all visitors is a key issue that has been addressed. There is a shuttle bus service offered to and from Reykjavik as well. This attraction includes excellent infrastructure including a retail store that offers products such as the famous Icelandic wool blankets, sweaters, hats, gloves and scarves. Also sold are Icelandic books, jewelry (including items made from the local basalt), fur and skin items, as well as health and beauty products. The food and beverage operation is quite large and includes a café as well as a full service restaurant. The “Gulfoss Kaffi” restaurant accommodates 450 diners and provides hot entrees such as the local lamb soup, meat stews and salmon dinners plus local types of sandwiches including local smoked salmon as well as freshly baked Icelandic pastries and desserts. Activities are offered by outsourced operators and include interpreted hiking tours around the waterfall, northern lights viewing and interpretation, snorkeling and diving below the falls, fixed wing flight seeing over the falls and surrounding area as well as snowmobile tours in the winter months.




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***Since our last visit here, they installed a nice wooden look out platform over the canyon, added more toilets and a souvenir hut that sells fossils. The scenery is incredible and makes for great pictures. Take a walk on the pathways and be a part of the inner canyon experience. But, wear good hiking shoes and take water. Free parking.***

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- Trip Advisor Review for Horseshoe Canyon

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In summary, it's clear that the current, competitive landscape for the Canyon is limited. RV parks are the most common accommodation found in most towns in close proximity to the canyon. There does not appear to be any innovative or alternative types of fixed roof accommodation nearby. The accommodation in Drumheller itself, while more developed than other towns en-route to the Canyon, remains functional yet has limited higher-end offerings.

However, accommodations in the Drumheller area appear to be in high demand and mostly occupied in the peak season providing an obvious opportunity for Horseshoe to provide a “glamping” (glamorous camping) accommodation option for guests who will be visiting Drumheller but are interested in staying close by in more attractive accommodation that also provides for interesting activities and excellent food and beverage options. The activity set offered in Drumheller and the surrounding area is also limited. There is an opportunity to capitalize on the attraction of the world class museum in Drumheller while providing opportunities for activities in Horseshoe Canyon that will be attractive to both active and sedentary guests but that are not offered in the Drumheller area. This first mover advantage needs to be executed to ensure that nearby Horsethief Canyon is not developed in any way that might infringe on the success of the Horseshoe product.



Moab, Utah



## IMPLICATIONS FOR THE CANYON

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The direct competitive landscape for the Canyon is limited. There is need and opportunity for the Canyon to:

- » Meet unmet demand for accommodations in prime season.
- » Provide innovative, unique, inspiring and high-quality accommodations such as comfort camping or “Glamping”.
- » Create a critical mass of activities by expanding and diversifying the range of visitor activities available in the Canyon for both active and more sedentary visitors as well as visitors with mobility and other constraints.
- » Ensure comfort and convenience amenities are available for visitors.
- » Capitalize on the significant visitation that already occurs at the world class Royal Tyrrell Museum and other major attractions en-route to the Canyon through cross promotion



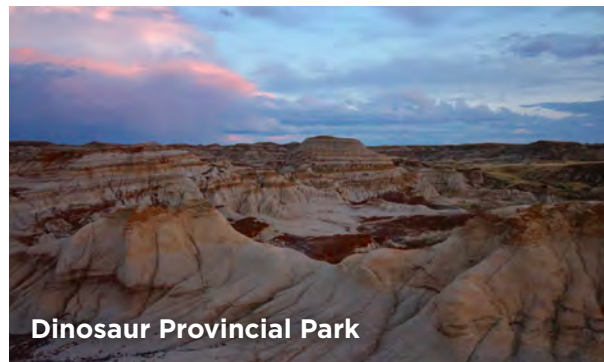
## 4.2. Co-opetition and Collaboration

Though the tourism industry is fiercely competitive, tourism operators must remember that they are always part of a larger destination region and collaboration is essential. We recognize the principle that “a rising tide floats all boats” and are committed to the idea of co-opetition. Recognizing that Drumheller and the Royal Tyrrell Museum is the primary destination for many visitors that stop at the Canyon, we need to ensure that there is synergy and significant cross-marketing specifically between the Canyon product and the town of Drumheller and the Royal Tyrrell Museum. This “co-opetition” is critical to the success of the Canyon as a destination. By helping to promote the Royal Tyrrell Museum experience and including it in the Canyon’s marketing and overall value proposition, it stands to only increase the benefits visitors can bring to the region. We see the opportunity to ensure the Canyon’s offering and the existing Drumheller offering combine to create a very compelling, overall, guest experience.

Through similar examples of co-opetition, we can work collaboratively as the Canadian Badlands destination to motivate better travel to our region which will, in turn, enhance the success of independent attractions and

individual destinations within the region. In addition to the Town of Drumheller and the Royal Tyrrell Museum, we recognize that there are a number of other key opportunities for collaboration and co-opetition that we will pursue including:

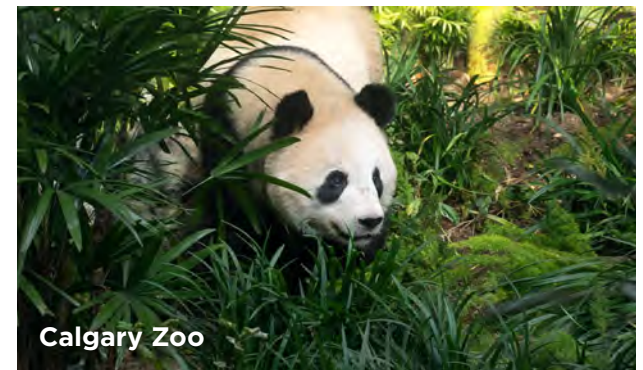
- » Dinosaur Provincial Park
- » City of Calgary & Tourism Calgary
- » City of Edmonton & Tourism Edmonton
- » City of Lethbridge & Tourism Lethbridge
- » City of Medicine Hat & Tourism Medicine Hat
- » Blackfoot Crossing Historical Park



**Dinosaur Provincial Park**



**Blackfoot Crossing**



**Calgary Zoo**



A person stands on a grassy hill, looking out over a vast, hilly landscape under a sunset sky. The scene is bathed in a warm, orange glow. A large, semi-transparent number '5' is overlaid on the left side of the image.

5

# Target Markets & Market Expectations

## 5.1. Existing Visitation

To be a successful destination, we need to ensure that the experiences we offer match the expectations of our target markets. We also need to understand our visitors, so we can effectively market the Canyon. It was essential that we identify and understand who is currently visiting the Canyon, where they are coming from, who the Canyon could motivate to visit and what those visitors expect when they arrive. This understanding allows us to ensure the Canyon is designed, developed, operated and marketed with our target markets in mind.

### 5.1.1. Visitation

The Canyon experiences significant visitation, and this visitation has been growing steadily. However, visitation is not uniform throughout the year or the days of week. In addition, the distribution of visitors throughout the site itself varies considerably.

Kneehill County began monitoring visitation in 2016 through the use of Traf-X Counters. Estimates from this monitoring suggest that in 2017 the site hosted between 330,000 (conservative estimate) and 380,000 (high

estimate) visitors. On average, 268 visitors enjoyed the site per day in 2017. However, peak season visitation is significantly different than non-peak season. Fifty-five percent of the Canyons visitation occurs in the peak-season months of June, July and August. Daily visitation rates in the peak-season month are typically 3 to 4 times greater than off-peak season. This accounts for the prime summer tourism season as well as the focused special events that have been organized and held at the Canyon. During the 2017 peak season, the average daily traffic into the site was estimated at 648 visitors per day or 20,084 visitor per peak season month. July and August have consistently been the busiest months for the site. In contrast, the average daily visitation per off-peak season day is 181 or 5,433 per month.

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***Most visitors to the Canyon are between the ages of 30-60.***

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To emphasize the popularity of the Canyon, one need only to compare the Canyon's visitation to visitation at the world renown Royal Tyrrell

Museum in Drumheller. The Royal Tyrrell Museum experiences 85% of its visitation in the peak season and, similar to the Canyon, 50% of its total visitation in July and August. In 2017, the museum experienced 499,322 visits. Given the close proximity of the Canyon and the Museum, we anticipate that many visitors to the Canyon are also visitors to the museum. Coarse estimates are the that approximately 80% of Museum visitors also visit the Canyon.

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» **330,000 – 380,000**

Estimated number of visitors in 2017

» **20,084**

Estimated average monthly peak season visitation in 2017

» **648**

Estimated average daily peak season visitation in 2017

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## 5.1.2. Visitor Characteristics

The Canyon is well loved by local residents, Albertans from across the Province and visitors from afar. Visitor surveys, completed from June to the end of August of 2017 with over 1,900 individuals at the Canyon, suggest that approximately 75% (285,000) of visitors were domestic visitors from Canada while 25% originated in Europe, the US and other countries. Over 63% of visitors are from Alberta. Calgary was the most popular visitor origin though visitors on site came from many different communities across the Province. Ontario (15%) and British Columbia (12%) were the other two most common origin provinces within Canada. These numbers suggest that many Albertans are prepared to and already drive to the Canyon whether they are en-route to Drumheller or not. As such, there should be an opportunity to increase local short-haul visitation by creating attractive, one-day experiences that would be compelling enough to either justify the drive out and back from either nearby urban centers or create an attractive overnight experience as part of a multi-day Canadian Badlands excursion that includes Drumheller.

With nearly 40% of domestic visitors being from outside Alberta and 25% of visitation being from international guests, the Canyon is clearly attractive to long-haul visitors. In fact, visitor survey results suggest that 55% (247,000) of visitation to the Canyon are from long-haul visitors (e.g. those who live outside of Alberta in the rest of Canada and international visitors). However, it is also important to realize that the Canyon currently

functions as a secondary attraction with Drumheller and the Royal Tyrrell Museum being the primary attraction. We believe that these long-haul visitors would be attracted to overnight accommodation at Horseshoe Canyon.

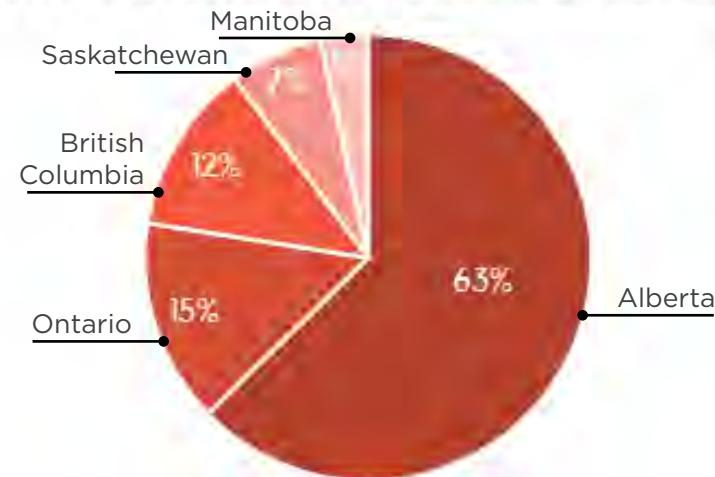
Short-haul domestic visitors (Alberta-based) tend to travel 2 hours or less to the destination. They are usually enjoying shorter stays as opposed to week-long and longer. Long-haul domestic visitors (Alberta-based) tend to travel more than 2 hours. Weekends are not often a long enough stay for these visitors.

Long-haul visitors (international, US and other provinces) are most often enjoying a week long or longer vacation and are often looking for and prepared to invest in higher-end services and accommodation. They are usually looking for the most spectacular setting possible that they can find in the region (the “wow” factor). They also need to be able to book accommodation easily (on-line) from home as well as on-line when in-country. As many

of the visitors to the Canyon are considered long-haul visitors there is a higher likelihood that they will be willing to pay a slight premium to stay in unique accommodation in a spectacular, natural setting.

Of the visitors surveyed, only 51 were solo travellers, 630 were couples, 418 were groups of 4 persons and 385 were groups of 5+ persons. Clearly, couples and family / friend groups are a strategic focus and need to be accommodated. The overwhelming number of visitors were in the “active and interested” age range of 30 to 60 years old which suggests that participative/experiential experiences should be a priority at the Canyon. Ages 0-18 were also well represented again suggesting children and young adults with their families are target markets. Interestingly, the 18-30 age range were the least represented cohort which suggests that those seeking the more intense “higher adventure activities” set are not currently visiting the Canyon as much compared to other visitor segments.

TOP 5 VISITOR ORIGIN PROVINCES



### 5.1.3. Visitation Throughout the Canyon

Visitation throughout the different areas of the Canyon vary considerably (see Figure 12). Intensity of use is greatest at the parking lot, day use area and the current helicopter pad. As suggested by the visitor monitoring stats, most visitors who drive into the Canyon parking lot also leave their vehicles and travel into the day use area and look-outs. However, the number of visitors that travel the trail into the Canyon bottom is significantly less than those taking in the views and amenities offered in the day use area and parking lot. In fact, monitoring data suggests that only 10-14% of visitors take the trail to the Canyon bottom. Of those that enter the Canyon bottom, evidence from site managers suggest that most remain within a 500 m radius of where the trail enters the Canyon with the northern areas of the Canyon experiencing low intensity use.

***Most visitors to the Canyon travel as couples or in groups of 4 – 5 people.***

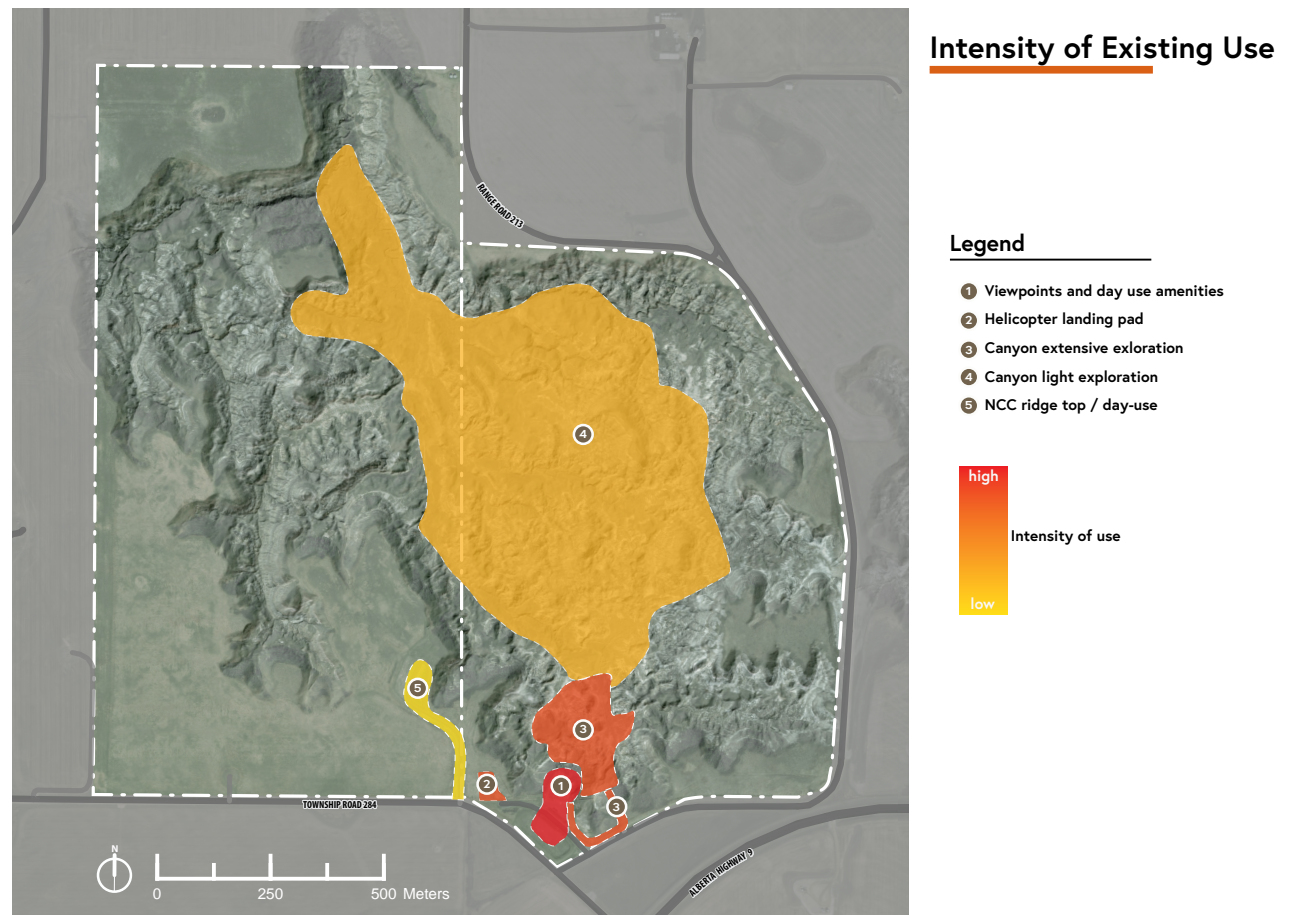


Figure 12: Existing Program Areas and Intensity of Use

## 5.2. Local Community & Stakeholder Desires

The engagement program for the Horseshoe Canyon Master Plan ran from June to September of 2018. It included an online survey, online mapping, on-site sounding boards, stakeholder interviews, and a pop-up engagement. Though our residents and visitors have indicated that they are relatively satisfied with the current experience at the Canyon, it was clear that they had many ideas about how the visitor experience could be enhanced. Looking collectively at all of the engagement input received, residents felt that improvements should be made to the site's amenities and infrastructure, activities and attractions and the site management. The most common desires of our residents included:

### Amenities & Infrastructure

- » Improve the quality and appeal of the washrooms in the day use area and distribution of washrooms throughout the site.
- » Develop a special event space and visitor center to enhance the experience of visitors, provide services and enable rentals and functions to be held on site.
- » Enhance the interpretive and wayfinding

signage on site.

- » Provide better food and beverage amenities for visitors on site.
- » Enable visitors to have an overnight comfort camping experience at the Canyon.
- » Ensure areas of the Canyon provide inclusive experiences for all regardless of ability.

### Activities & Attractions

- » Provide programming, activities and attractions for families.
- » Develop a zipline or sky walk to provide visitors with adventure opportunities.
- » Enhance and diversify the trail system within the Canyon.
- » Support the delivery of guided tours into the Canyon.
- » Support the development and delivery of authentic Indigenous tourism experiences within the Canyon.

### Management

- » The helicopter pad and the frequency of helicopter landings, take offs and overflights

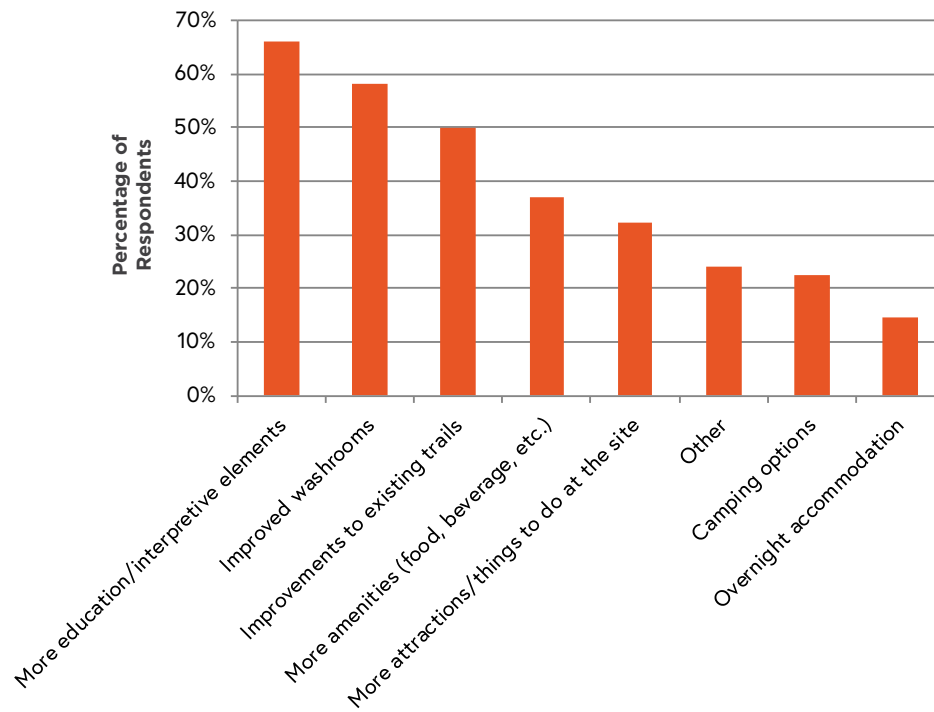
is a distraction and detriment to the visitor experience on site. Participants felt that the helicopter pad should be relocated elsewhere and that landing should be prohibited.

- » Ensure the future development of the site be undertaken in a way that minimizes its impacts on the site's ecological and historic resources.
- » Visitor use throughout the site should be more actively managed to avoid impacts to the Canyon's ecological and historic resources.

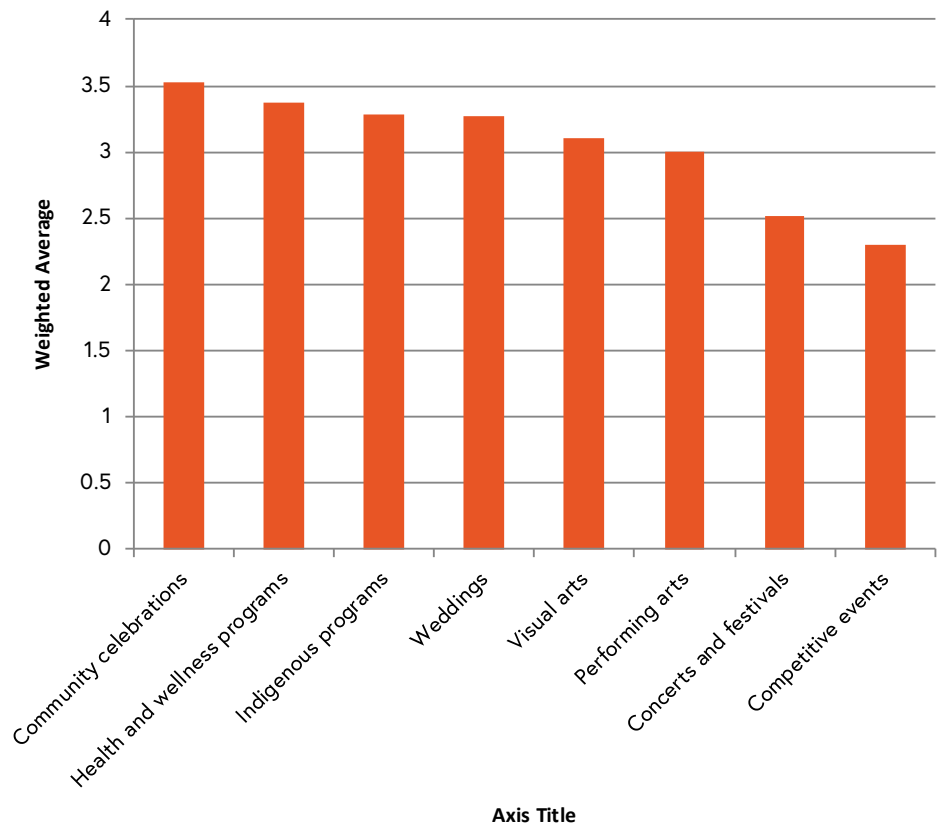


## Public Survey Highlights

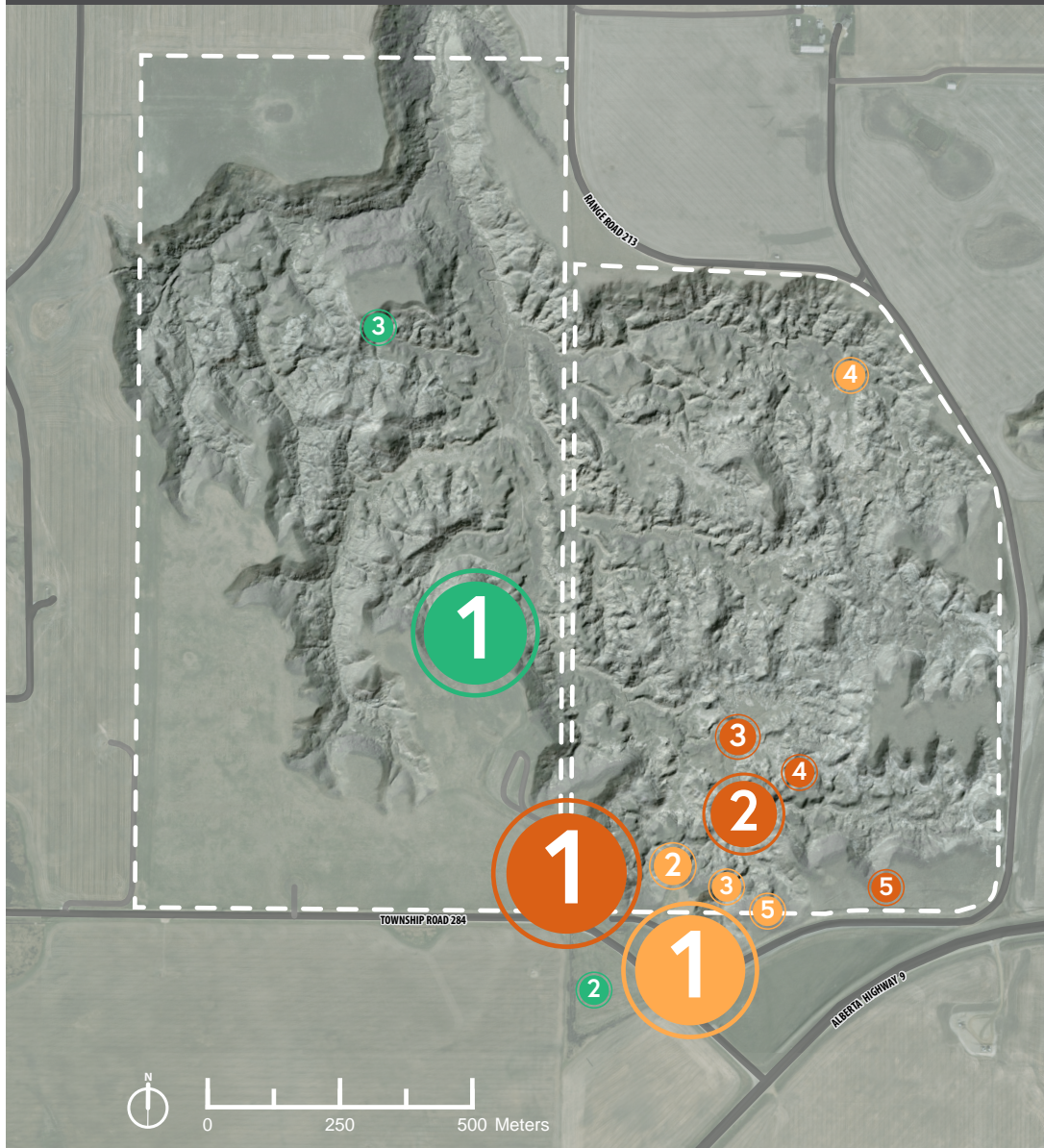
In your opinion, what would improve your experience at Horseshoe Canyon? Check all that apply.



Thinking about programs that could be delivered on site, to what extent do you support delivering the following general programs?



# Online Mapping Trends



## Legend

### Management

1. Remove helicopter  
Agrees: 17 Disagrees: 1
2. Keep people on trails / protect the landscape  
Agrees: 9 Disagrees: 0
3. Add shaded benches in canyon  
Agrees: 7 Disagrees: 2
4. Inform and educate on not allowing plant collection  
Agrees: 4 Disagrees: 1
5. Manage invasive plants  
Agrees: 3 Disagrees: 0

### Amenity

1. Improve washrooms  
Agrees: 15 Disagrees: 0
2. More picnic tables  
Agrees: 5 Disagrees: 0
3. Improve accessibility  
Agrees: 5 Disagrees: 2
4. Bathroom and water in Canyon  
Agrees: 3 Disagrees: 0
5. Food and beverage options  
Agrees: 5 Disagrees: 1

### Activity

1. Develop a ridgetop trail  
Agrees: 14 Disagrees: 0
2. Develop camping options  
Agrees: 4 Disagrees: 0
3. New trails in the northwest portion of the Canyon  
Agrees: 3 Disagrees: 0

Figure 13: Online Mapping Trends



## Sounding Board Highlights

Sounding boards were placed at Horseshoe Canyon in July and August, 2018 to gather feedback from visitors on how the site can be improved. Through the use of sounding

boards, visitors were asked how the visitor experience at the Canyon could be improved. Here is what they felt:

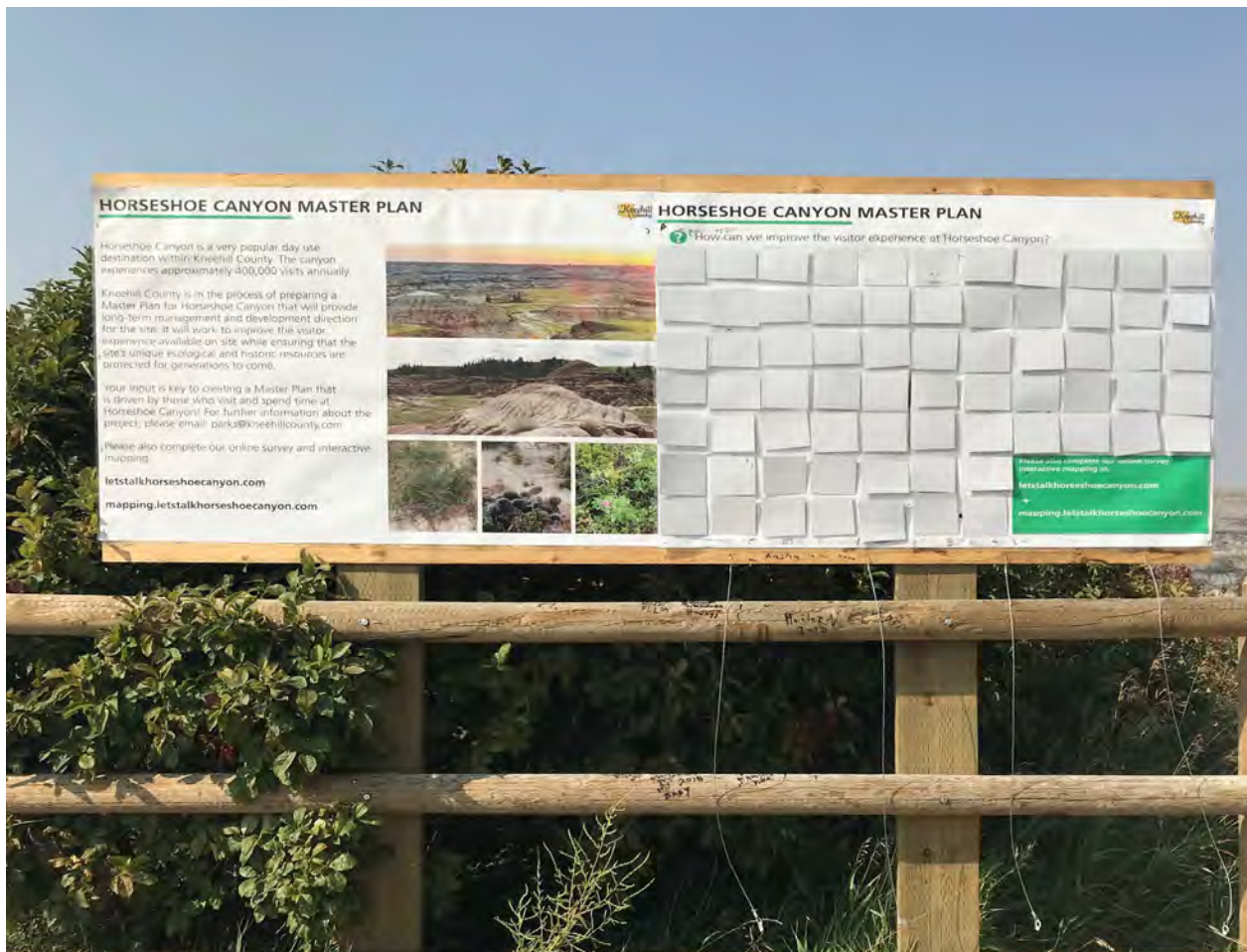


Figure 14: Sounding Board at Horseshoe Canyon

Theme	Number of Suggestions
Food and Beverage	40
Zipline	26
Keep It Natural	25
Love the Canyon	23
Supplemental Activities	22
Guided Tours	22
Trail Improvements	19
Wayfinding Signage	17
No Improvements Needed	17
Washroom Improvements	14
Interpretive Signage	14
Lookout/viewpoint Improvements	12
Landscaping Improvements	12
Drones	11
WIFI	8
Other	5
Improved Accessibility	5
Active Recreation	4
Bridge	4
Garbage/ Recycling Improvements	4
Events	3
Helicopter	2
Giftshop	2
Camping	2

## 5.3. Markets of Greatest Potential

Knowing and understanding our visitors is one of the most important aspects of planning and delivering exceptional visitor experiences. Visitors to the Canyon are diverse and so too are their expectations, attitudes, motivations, behaviours, and willingness to pay for a tourism experience. We know that the most successful destinations focus detailed attention on understanding who their best visitors are, where they come from, what these visitors want to experience and how best to communicate with them to compel them to visit. Time, costs, accessibility, quality of the experience, opinions of trusted friends and perceptions influence whether a potential visitor chooses to travel to the specific destination. We know that the availability of exceptional experiences helps visitors overcome their barriers to travel and, we also know that, delivering exceptional experiences begins by knowing and targeting the right visitor.

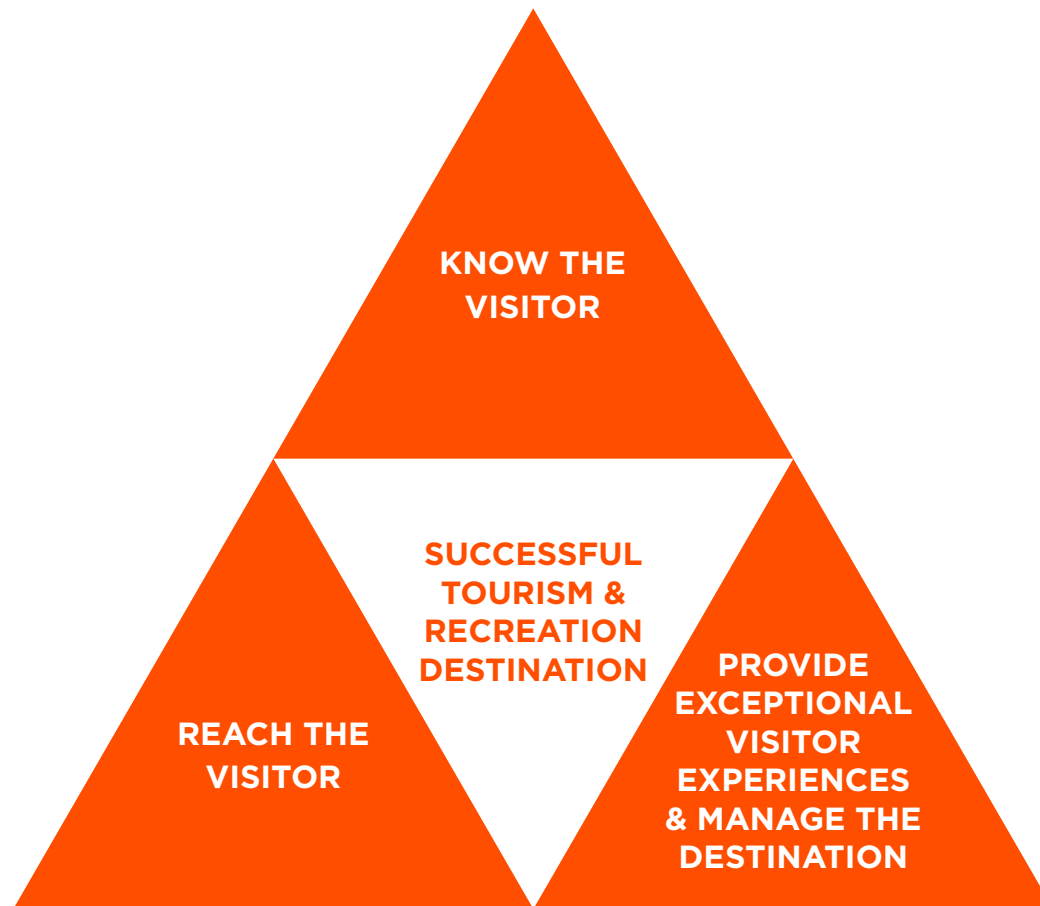


Figure 15: Successful Tourism and Recreation Destination Factors



## 5.3.1. Explorer Quotient Market Segment

One way to understand and get to know our markets of greatest potential is through Destination Canada's Explorer Quotient (EQ) market segmentation tool. EQ breaks each geographic market down into different psychographic segments called Explorer Types. Each Explorer Type is identified by particular characteristics stemming from social and travel values, travel motivation and behaviours. Using both demographics and psychographics, EQ identifies the things that motivate these segments to engage in various forms of travel experiences. Travel Alberta and the Government of Alberta have adopted EQ as a driving market segmentation and research tool. Destination Canada's EQ research, including the 2012 Travel Alberta and EQ: Increasing Focus and Alignment to Drive Return on Investment report have been used to identify the define our target markets and market expectations for the Canyon. It is important that we understand these segment characteristics while using this research to create tourism product that will ultimately exceed the customers' expectations. Knowing what motivates a potential customer to travel, is a key part of knowing the customer. In general, this customer-centric focus is what is needed to accurately define what new

accommodation and activities are best suited for Horseshoe Canyon.

Provincially, Travel Alberta and Alberta Tourism are targeting "Free Spirits" and "Cultural Explorers" as the primary EQ Types for Alberta. In fact, 95% of Alberta's tourism industry members supported the choice of these EQ segments and the resulting EQ-centric brand positioning developed by Travel Alberta. However, when looking specifically at the current and potential experiences that could be offered at the Canyon the "Authentic Experienter" has also been included as a market of greatest potential.

Both the Free Spirit and Cultural Explorer segments make up two thirds of Canada's overall market segmentation with Authentic Experiencers making up the last third. This is of great importance as it is an enormous benefit to have the province's (and Horseshoe Canyon's) market segments align with those of Canada as a whole. This ensures that most of the marketing created by Destination Canada for Canada will be aimed at market segments that are the same as those for Alberta and the Canyon. This also means that in most cases, cooperative marketing opportunities with

Destination Canada will ultimately leverage Alberta's (and Horseshoe Canyon's) marketing investments by being aimed squarely at the same potential visitors.

It is also important to note that EQ is only one aspect to be considered when we consider our markets of greatest potential. Many other factors such as access, spending profiles (high vs. low yield), historical visitation data etc. must all be factored into any matrix that is used in this decision-making process.

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### ***Horseshoe Canyon's Markets of Greatest Potential***

- » **Free Spirits**
  - » **Cultural Explorers**
  - » **Authentic Experiencers**
-

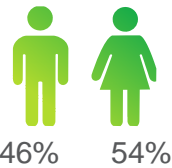
## Free Spirits

### Free Spirits

13% of the Global Market



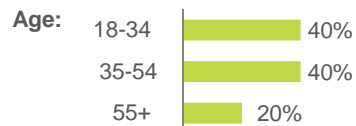
#### Demographics



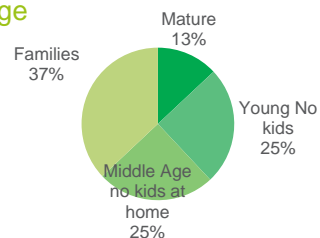
**Education:** Average

**Employment:** FT; above avg. % are students

**Household Income:** Higher than average



#### Lifestage



*Free Spirits are highly social and open-minded. Their enthusiasm for life extends to their outlook on travel. Experimental and adventurous, they indulge in high-end experiences that are shared with others.*

**Personality traits:** Extroverted, driven, open, fun-loving, adventurous

#### Social Values

##### Top defining Values

**Joy of Consumption:** Free Spirits find shopping highly gratifying. A brand name on a product or service is an indicator of quality, style and status.

**Social Mobility:** Possessing the skills and education to make it happen, Free Spirits are highly motivated to advance in life and work.

**Attraction for Crowds:** Free Spirits are one of the most social of all EQ types. Adept at networking, they enjoy large group atmospheres (as well as one-on-one conversations). Interacting with others gives them the chance to learn about themselves.

**Penchant for Risk:** They are confident risk-takers, secure in their ability to reach their goals no matter what obstacles they may face.

**Happiness:** Free Spirits consider themselves happy and full of vitality for life.

**Need for Status Recognition:** They want to show their success off to the world.

##### Bottom defining Values

**Buying on Impulse:** They love to shop but they are not impulsive - they'll shop around to get exactly what they're looking for.

**Skepticism Towards Advertising:** Free Spirits have confidence in advertising and will entrust professionals to help them with major purchases or planning.

**Aversion to Complexity:** Free Spirits have a zest for life and are not intimidated by changes or complexities in society. Being spontaneous is thrilling and fun for them.



## Travel Values

*The Free Spirit is the traveller's traveller...they seem to love everything about travel and as in life, they embrace the experiences it offers with arms wide open.*

### A Free Spirit will seek:

**Constant Comparison Travel:** Love to travel – and brag about the superiority of the places they have visited

**Luxury:** Often aspire to stay in the most luxurious accommodations and venues.

**Hedonistic Rejuvenation:** Vacation is a time to be carefree and indulge – they will enjoy spa, nightlife and great cuisine and other opportunities for a little pampering.

**Checklist Samplers:** Want to see all the main attractions, but not in depth – they will employ detailed itineraries, ensuring that they don't miss anything !

**Shared Experiences:** Attracted to groups where they can socialize and share the experience with others – using social media for sharing during and after the trip.

### A Free Spirit will avoid:

**Comfort-Seeking:** Free Spirits have a higher penchant for risk, so they are not afraid to try something new or have an adventure

**Reluctant travel:** Not content to experience the world through the Internet or TV.

## Experience Appeal

*Following their energized approach to life and their enthusiasm for travel, Free Spirits are more likely to find many activities appealing to do on a long-haul vacation that most other types.*

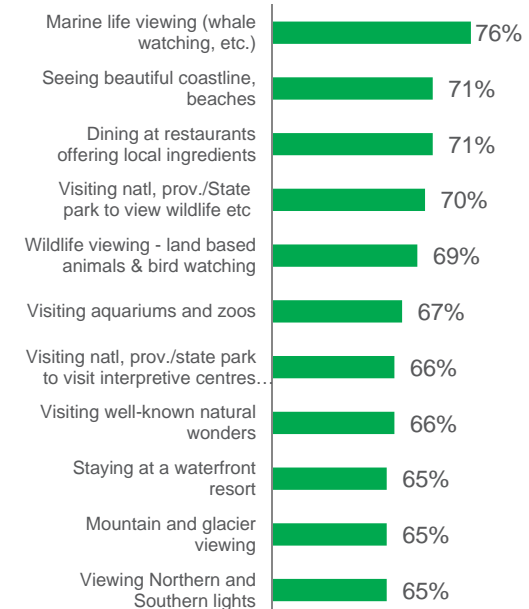
### Free Spirits are more likely than other travellers to be interested in:

1. Shopping, Dining and Other Food-related Activities
2. Entertainment, Performing Arts and Amusement Parks
3. Accommodation-related Activities
4. Water-based Outdoor Activities
5. Festivals, Events & Spectator Sports
6. Outdoor/Nature Sports & Activities
7. Winter Outdoor Activities

### Free Spirits are also interested in:

1. Nature Observation Activities
2. Exhibits, Architecture, Historic Sites/Buildings, Museums
3. Sightseeing Activities
4. Cruises & Touring
5. Hands-on Learning Activities

### Top 10 Most Appealing Activities Among Free Spirits:



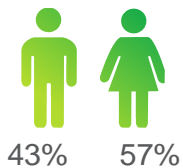
## Cultural Explorers

### Cultural Explorers

12% of the Global Market



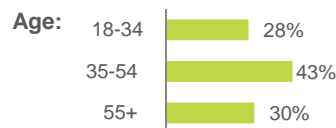
#### Demographics



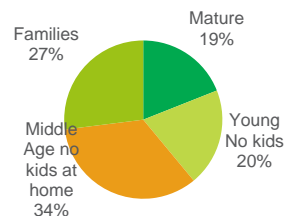
**Education:** Higher than average

**Employment:** FT, lower than avg.  
% are retirees

**Household Income:** Average



#### Lifestage



*Cultural Explorers are defined by their love of constant travel and continuous opportunities to embrace, discover and immerse themselves in the culture, people and settings of the places they visit.*

**Personality traits:** Open, accepting, non-traditional, enthusiastic, creative

#### Social Values

##### Top defining Values

**Importance of Spontaneity:** They enjoy an element of surprise and welcome unexpected circumstances that enrich their lives.

**Cultural Sampling:** They believe that other cultures have a lot to teach them.

**Adaptability to Complexity:** They are not threatened by the changes and complexities of society. In fact, they embrace complexity as a learning experience and a source of opportunity.

**Pursuit of Novelty:** Trying out new things is thrilling!

**Personal Control:** They feel in control of their lives and not afraid to take on moderate risk if it means they can learn something new.

**Personal Escape:** They long for that which is beyond the practical and they want to be transported from their everyday life.

**Personal Challenge:** They set difficult personal goals for themselves at work and at play and will finish what they start.

##### Bottom defining Values

**Confidence in Big Business:** Their tendency to reject authority leads them to question those in leadership positions, including big businesses which they do not believe have better quality simply because they are larger/better known.

**Conformity to Norms:** They like to be unique, different from others and love to share their ideas and creativity.

**Ostentatious Consumption:** They are not highly materialistic and are offended by ostentatious consumption.



## Travel Values

*The Cultural Explorer is an avid traveller who values learning and discovery while travelling. They don't want to feel like a "tourist," preferring just to blend in and have the most authentic experience possible rather than being confined to group tours and schedules.*

### A Cultural Explorer will seek:

**Constant Travel:** Always excited about the next trip.

**Living History/Culture:** Love to learn about and absorb themselves in the ancient history, as well as the modern cultures of the places they visit.

**The Beauty of Nature:** Will choose destinations that provide opportunities to experience natural beauty.

**Fun, Shared Experiences:** Travel is a journey, not the destination, and is best experienced with like-minded companions who like to have fun while learning.

**Going with the Flow:** Prefer a free and spontaneous approach to seeing the sights.

### A Cultural Explorer will avoid:

**Luxury/Comfort-seeking:** This EQ type seeks an authentic experience and doesn't need to be pampered in commercial hotels and have experiences just like home.

**Group/Checklist Travel:** Prefer not to be constrained to "tourist" schedules or destinations, and will chart their own courses..

## Experience Appeal

*Like their Free Spirit counterparts, Cultural Explorers are more likely to find many activities appealing to do on a long-haul vacation.*

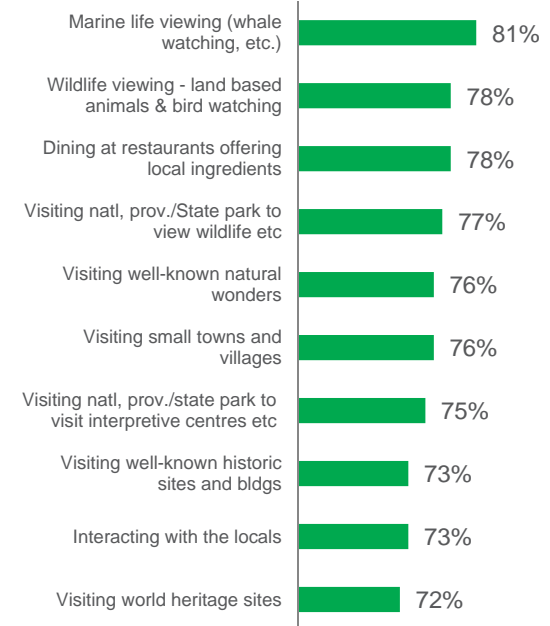
### Cultural Explorers are more likely than other travellers to be interested in:

1. Nature Observation Activities
2. Exhibits, Architecture, Historic Sites/Buildings, Museums
3. Sightseeing Activities
4. Accommodation-related Activities
5. Water-based Outdoor Activities
6. Hands-on Learning Activities
7. Festivals, Events & Spectator Sports
8. Outdoor/Nature Sports & Activities
9. Winter Outdoor Activities

### Cultural Explorers are also interested in:

1. Shopping, Dining and Other Food-related Activities
2. Entertainment, Performing Arts and Amusement Parks
3. Cruises & Touring

### Top 10 Most Appealing Activities Among Cultural Explorers:



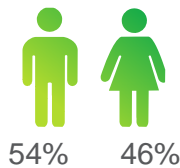
## Authentic Experiencers

### Authentic Experiencers

9% of the Global Market



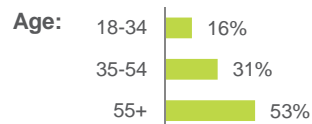
#### Demographics



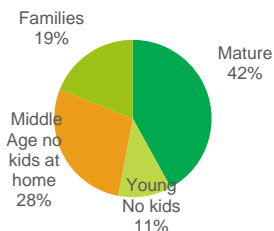
**Education:** Higher than average

**Employment:** FT – more likely than avg to be retired

**Household Income:** Average



#### Lifestage



*Authentic Experiencers are typically understated travellers looking for authentic, tangible engagement with destinations they seek, with a particular interest in understanding the history of the places they visit.*

**Personality traits:** Steadfast, understated, responsible, interested, rational

### Social Values

#### Top defining Values

**Personal Control:** They focused on maintaining a sense of autonomy and self-direction in their lives. Many are retired, with time to do the things they want to do.

**Importance of Spontaneity:** They enjoy surprises and the unexpected – they will welcome those that help them learn more about themselves and the world.

**Culture Sampling:** They show a tendency to incorporate foreign cultures into their lives, like going to an Inuit art gallery or dining at a Thai restaurant.

**Everyday Ethics:** They feel it's important to be responsible, upstanding citizens.

**Skepticism towards Advertising:** Their tendency to question authority, extends to commercials trying to sell something. They believe that individuals are responsible for their own decisions.

**Ecological Concern:** They are concerned about the health of the planet and what that means to future generations.

#### Bottom defining Values

**Joy of Consumption:** Although they are relatively affluent and confident financially, they are not avid consumers.

**Living Virtually:** They want to connect with the real world authentically and are not content to do so by way of TV, computers or the internet.

**Importance of Brand:** They care little about brands – but they're not afraid to pay for quality if it matches their values.

## Travel Values

*The Authentic Experienter is a more learned, understated traveller. Travel is not their only interest in life, but they certainly appreciate it when they go. They prefer to do their own thing while at a destination, having control over what they see and when they see it.*

### An Authentic Experienter will seek:

**Living History/Culture:** Love to learn about and absorb themselves in the ancient history, as well as the modern cultures, of the places they visit.

**To Understand Cultural Differences:** While they are not high on the trend Comparison Travel, they love to observe the difference between destinations.

### An Authentic Experienter will avoid:

**Hedonistic Rejuvenation/Comfort-seeking:** This EQ type does not shy away from living like the locals do. They like to be in control while they vacation, and don't need to be pampered and have everything taken care of for them.

**Escape:** These travelers do not feel overwhelmed by life. Travel is not about escape for them, but about personal development and learning instead.

## Experience Appeal

*Authentic Experiencers are more selective in the experiences they find appealing to do on a long-haul trip.*

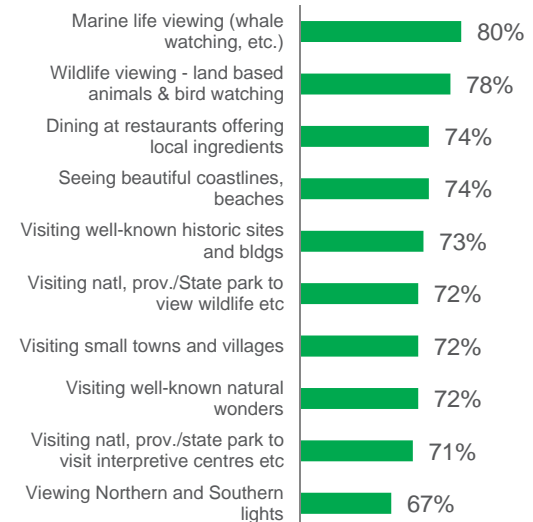
### Authentic Experiencers are more likely than other travellers to be interested in:

1. Exhibits, Architecture, Historic Sites/Buildings, Museums

### Authentic Experiencers are also interested in:

1. Nature Observation Activities
2. Sightseeing Activities
3. Shopping, Dining and Other Food-related Activities
4. Entertainment, Performing Arts and Amusement Parks
5. Accommodation-related Activities
6. Cruises & Touring
7. Water-based Outdoor Activities
8. Hands-on Learning Activities
9. Festivals, Events & Spectator Sports
10. Outdoor/Nature Sports & Activities
11. Winter Outdoor Activities

### Top 10 Most Appealing Activities Among Authentic Experiencers:





## IMPLICATIONS FOR THE CANYON

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The personas for each of the target EQ explorer types share many similar demographic characteristics:

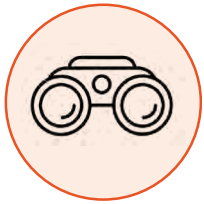
- » Middle to upper class incomes
- » Average to above average levels of education
- » Younger adults and middle-aged couples with no children at home
- » Families with children

They also enjoy:

- » Visiting well known natural wonders
- » Local dining
- » Outdoor / nature sports and activities
- » Visiting museums and interpretive centres

## 5.3.2. Specific Market Personas for the Canyon

Using the more general market research above together with key interviewee input, we have developed four specific market segment personas for the Canyon.



### Lookouts

#### 35% of the market

These are the visitors that will simply stop their vehicles and get out to stretch their legs, take a washroom break and walk over to a lookout platform to have a look at the impressive view scape en-route to Drumheller. They may or may not take the time to read any of the interpretative materials. They are unlikely to be particularly athletic or looking for a physical challenge of any kind. They are likely to be focused on getting to Drumheller and are not well versed in all the things that they can do at the Canyon. If there is a retail or food and beverage offering, they are likely to at least explore these offerings and may order food to go. Some of these visitors may be on a guided bus or van tour heading to another primary destination. Many may be from outside of Alberta, possibly even Canada and will often have rented a vehicle in either Calgary or Edmonton.



### Trail Tourers

#### 25% of the market

These guests will stop at the Canyon and be compelled to at least hike down into the canyon floor. They may be enticed to continue to hike along the prepared trails and will enjoy reading any of the interpretive signage they pass on their walk. They do not want to exert themselves but they do want to experience the Badlands first hand. These will often be families with young children who are anxious to see what is at the bottom of the hill and have parents who want them to expel some of their pent-up energy before they have to get back in the car. These folks will likely want to reward themselves with a cool treat from the restaurant and may feel it appropriate to purchase some form of souvenir to commemorate the experience. This is a transition market segment in that these visitors could be domestic travellers from Alberta or they could be from outside the province or Canada. These guests can be enticed to stay longer if there is a particular event that is occurring when they arrive and they should be targeted with marketing materials at the Canyon Pavilion that compel them to enjoy a longer (possibly overnight) stay.



### Outdoor Enthusiasts

#### 20% of the market

These are the visitors who consider themselves outdoor athletes. They definitely want to expend some energy and exert themselves; however, they are not attracted to high risk, thrill activities but rather enjoy a good workout while constantly bettering their skills. They will have a particular sport or sports that they train at regularly and that they look for opportunities to train whenever they present themselves. They will often be traveling as a couple either with like-minded friends or a partner or spouse or they will be in larger groups, of four or more, often families of outdoor enthusiasts who will be traveling together and enjoying a hike, ride or ski as a group. While the skiing, biking and hiking in the Canyon is not particularly difficult, these guests will relish the opportunity to get some exercise and will appreciate the fact that they are doing the activity in such a novel environment. If the trails are well marked, the majority of these folks will adhere to the rules and follow the appropriate trails however, in the absence of any signage you can assume that they will go wherever the trail looks like the most fun. They love a beer and a good



meal at the end of their activity and are likely to spread the word via word of mouth that the trails are fun the Canyon is lovely and the stop well worth the time. They will enjoy combining a half day of activity with an attractive event such as a foodie demonstration/tasting being held in the Canyon or in the Visitor centre. The comfort camping accommodation should be of interest to this segment. The majority of these guests will be domestic visitors and the majority of these Canadians will be from Alberta or adjoining provinces.



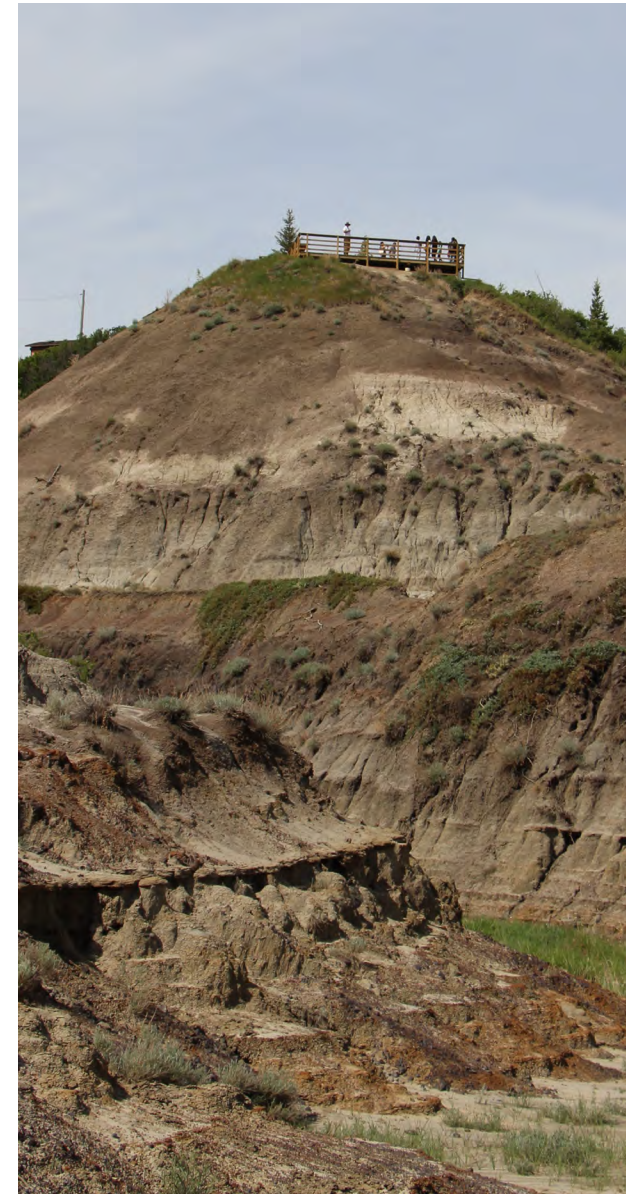
## Program Personalities

### 20% of the market

These are the visitors that are interested in learning about a particular area of interest that is relevant to this part of Alberta. They may be visiting the Canyon for a specific event such as a long table dinner or star gazing workshop. Paleontology, geology, flora, fauna, Indigenous history, photography, and ecology are just a few of the topics that they might be attracted to. They will travel to hear a lecture, or better yet enjoy an experiential workshop where they have a hands-on experience within the Canyon itself as opposed to just a classroom experience. These guests are likely

to be older, in the 40 to 70-year-old range, relatively well educated and potentially retired. In some instances, they will be families with children who are interested in the ecology of the Canyon. The key to their participation is that they need to be aware of the opportunity as they like to plan in advance for these types of events and may include the program in a longer vacation experience. The restaurant, retail and accommodation are all options they may want to explore. Programs that are a full day experience should entice these visitors to think of spending the night at the Canyon at the end of that experience. Many of these visitors will come from Edmonton and Calgary if the program is deemed to be of high quality. These programs may also be embedded in private tour offerings as a focal point or an added value proposition to an already scheduled tour or school or group outing.

To ensure a market-centric approach, the programming and infrastructure choices, site design and management have been evaluated against and guided by these market segment profiles. While we recognize that there will always be some visitors who are outliers to these segments, in general, these are the primary markets of greatest potential whose expectations will need to be exceeded.





### 5.3.3. Market Origins

When it comes to visitation, location and proximity is a critical determining factor. Though the canyon may seem isolated from major population centers it, in fact, is highly accessible to the short-haul market. Over 69,000 Albertans reside within a one-hour drive from the Canyon. However, nearly 1.8 million Albertans have access to the Canyon within two hours drive time. And, even more impressive, over 53% of the Province's population, or over 2.2 million Albertans, are within a 300 km driving distance.

Thinking beyond the local short-haul market, the Canyon is close to the Trans Canada highway providing convenient east west highway access for residents from Saskatchewan and British Columbia. It is also situated close to Highway 2, providing convenient north south highway access for residents from the United States. The Calgary International Airport, located 104km from the Canyon, is the closest major airport providing easy access for mid to long-haul travellers.

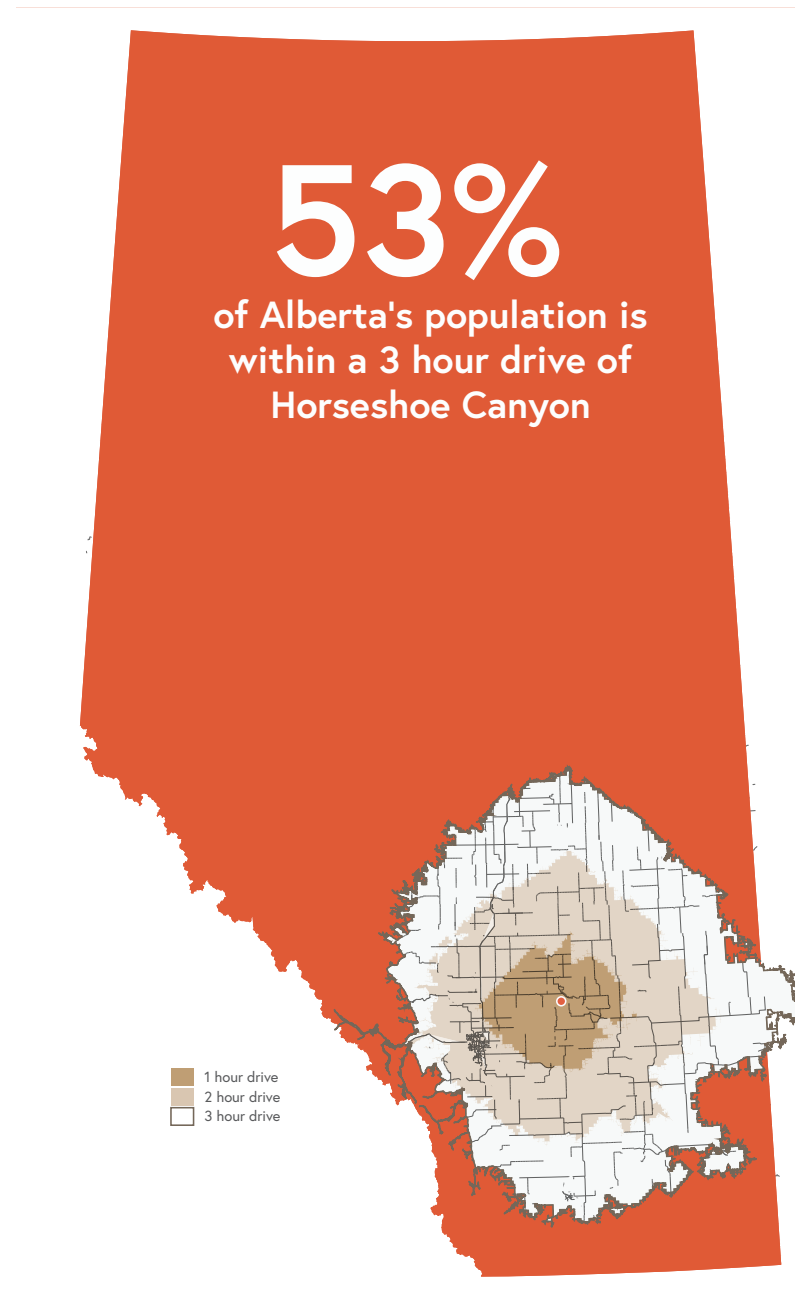


Figure 16: Visitor Origin Drivetime Catchments

### 5.3.4. Experience Market Match

To be successful, it is critical that the Canyon provide the right mix of visitor experiences and infrastructure to meet the expectations of our target markets. With an understanding of our target market expectations (see section 5.3.2), it was necessary to compare the market readiness and supply of experiences and infrastructure available at the Canyon and throughout the region with the expectations of our target markets. This “experience market match” allowed us to identify the gaps in the supply of attractions, activities, amenities, accommodations and access demanded by those we want to visit the Canyon. The results of the analysis were used to inform the future development strategies and priorities for the Canyon.



Figure 17: Experience Market Match Process

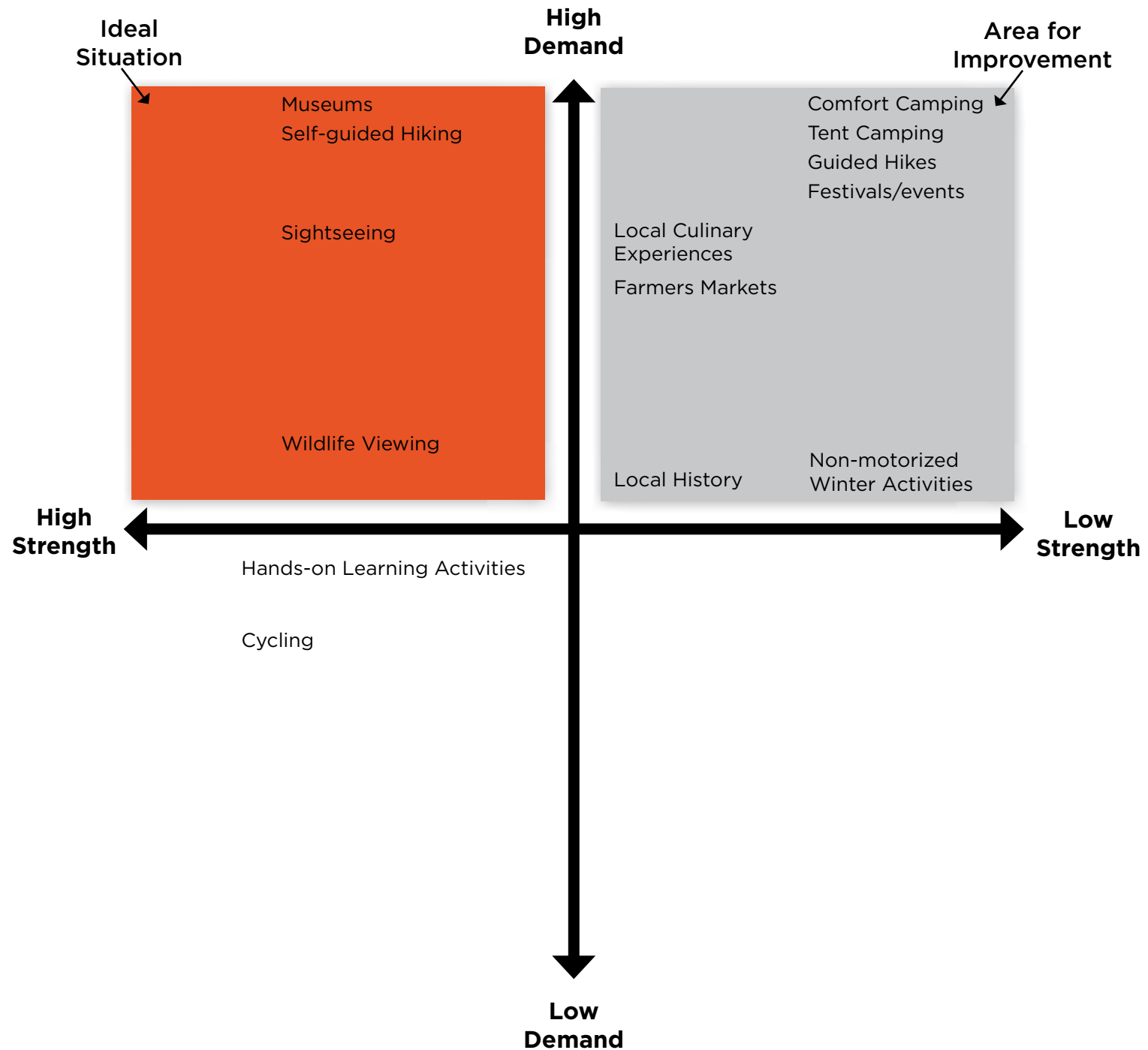


Figure 18: Horseshoe Canyon Experience Market Match



A large, semi-transparent white number '6' is positioned on the left side of the slide, partially overlapping the landscape background. The background is a photograph of a desert canyon with reddish-brown soil and sparse vegetation, with a group of hikers visible in the distance. The entire image has a warm, orange-red color cast.

# 6

# Destination Analysis

## 6.1. Life Cycle Analysis

Destinations are in a state of continuous change. According to Butler's destination life cycle model, a destination evolves through a series of distinct stages. However, each stage is different. The types and origins of visitors who come to the destination, visitor experiences and amenities available within the destination, access to the destination and the attitudes of the host community change through each stage of the life cycle. However, not all destinations will evolve through each stage and the decline of the destination is not a foregone conclusion. Destinations can undertake strategies to rejuvenate the destination into a new future—resetting the cycle.

To provide a starting point for thinking about the Canyon's tourism future, it was important for us to understand where the Canyon currently sits on the destination life cycle. In alignment with the destination characteristics (see Table 1), professional opinion was used to determine the approximate life cycle stage for the Canyon (see Figure 19).

Though the Canyon experiences extensive prime season visitation, it is clear that the Canyon is early in the destination life cycle.

Currently, the Canyon does not maintain a significant market share related to other experiences in the region, the activities and attractions on sites are limited, employment generated from the site is limited and access through the site is limited. However, the Canyons stunning natural characteristics,

location, easy access from many major urban centers and thoroughfares together with the limited supply of immersive badlands experiences means there is great opportunity to mature the destination to the Consolidation stage of the life cycle.

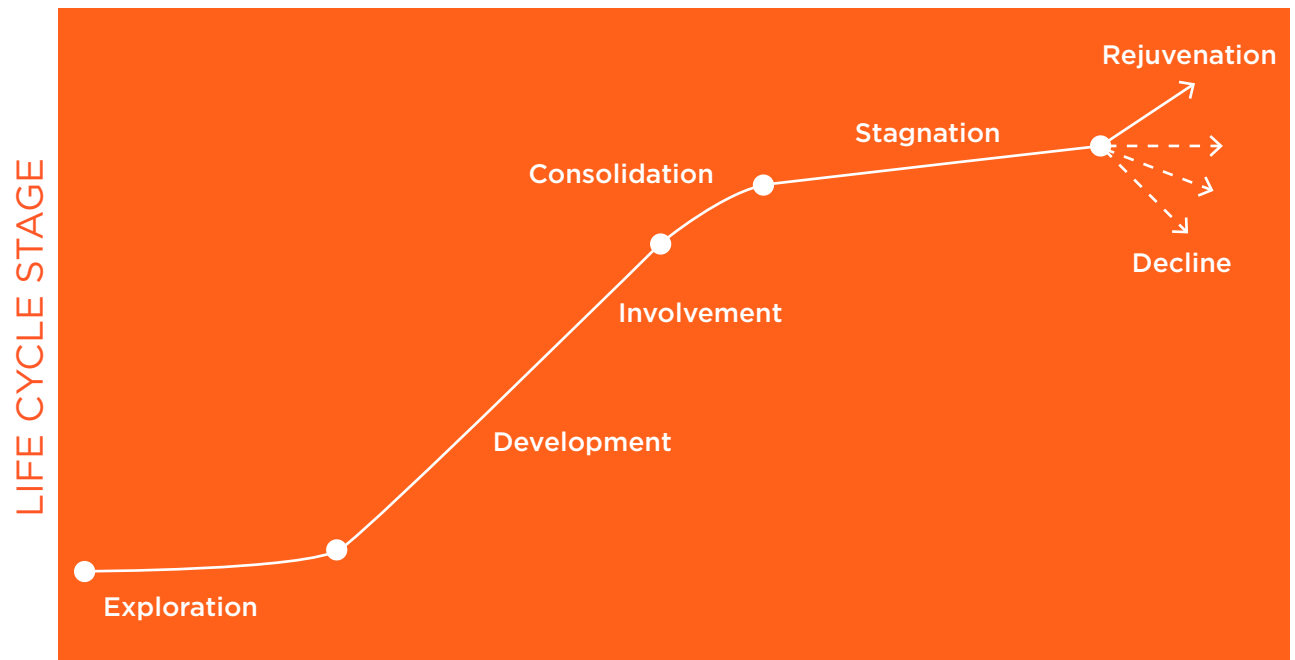


Figure 19: Destination Life Cycle Assessment

Life Cycle Stage	Destination Characteristics				
	Market Share	Visitation	Activities & Attractions	Employment	Access
<b>Exploration</b>	Unknown	Low	Few – owned & operated locally	Little to no local employment in tourism	Limited
<b>Involvement</b>	Unknown	Low	Lacking critical mass – owned & operated locally	Limited local employment in tourism	Improved
<b>Development</b>	Known – short & long haul	Moderate - high	Diversifying	Growth in local employment	Good
<b>Consolidation</b>	Well Known	High – reaches carrying capacity	Critical mass – external investment	Strong local employment in tourism	Optimum
<b>Stagnation</b>	No growth	Plateaus – exceeding carrying capacity	Aging – declining appeal	Leveling off of local employment in tourism	Maximized – too much access
<b>Decline (unless efforts taken to rejuvenate)</b>	Decline	Decline	Aging & decline in quality	Declining local employment in tourism	Maximized – too much

Table 1: Horseshoe Canyon's Destination Lifecycle Analysis



## 6.2. SWOT Analysis

Planning the future of the Canyon should be predicated on a sound understanding of the existing strengths, weaknesses, opportunities and threats (SWOT) it faces. Secondary research, community engagement, staff and stakeholder interviews were used to inform the SWOT analysis.

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***Strengths and Weaknesses refer to matters inside the destination, ones we can act on and control.***

***Opportunities and Threats are typically matters external to the destination that we typically can't act on or control.***

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### Strengths

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- » Proximity to short haul market
- » Ease of access for long-haul markets
- » Location as the first view of the Canadian Badlands for many markets
- » Interesting natural environment & scenery
- » Proximity to pillar experience (Royal Tyrrell Museum)
- » Current visitation and visitor satisfaction in social media
- » Proximity to power/water.
- » Parcel is owned outright and controlled by Kneehill County
- » Supportive political environment for development
- » Adjacent to NCC Nature Destination
- » Ability to leverage visitation to a growing regional destination with a clear destination management plan.
- » Public supportive of enhancing visitor experiences at the Canyon

- » Fragility of environment
- » Potential for extreme weather (heat, cold)
- » Seasonality
- » Potential for regulatory constraints

### Weaknesses

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## Opportunities

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- » Diversify day use visitor experiences
- » Provide accommodations to leverage gaps in regional accommodation supply and mix
- » Provide themed event space
- » Enhance experience with guided activities and enhanced programming
- » Provide opportunities for private sector operations
- » Improve comfort and convenience amenities
- » Universally accessible experiences
- » Get visitor's up close and personal with the badlands
- » Collaboration with NCC and other tourism operators/groups to provide seamless visitor experience
- » Collaboration and cross promotion with Drumheller, Royal Tyrrell Museum and Canadian Badlands as well as points of entry for long-haul markets (e.g. Calgary, Edmonton)
- » Ensure strong active management of visitors to the site

## Threats

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- » External pressure to protect the site rather than facilitate visitor experiences
- » Provincial and local political changes
- » Availability of funding sources

## A Visitor's Point of View:

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***This Canyon is a great introduction to the Badlands. The parking lot & facilities have improved since we were last there. Pit Toilets & Picnic tables have been added. Although the tables have no umbrellas or shade, so I can't imagine sitting at them with the blazing sun beating down. There is a Food Cart selling Brisket, Ice Cream etc. We didn't buy anything, but the prices seemed reasonable. There is also a Fossil Shack. Not sure how authentic the fossils are. This is a great place to spend some time & learn about the area. A must see, especially entering into Drumheller from the West.***

- Trip Advisor

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# 7

# Horseshoe Canyon's Future



## 7.1. Our Focus: Exceptional Canyon Experiences

“A tourism product is what you buy; a tourism experience is what you remember” (Canadian Tourism Commission, 2015). We know that, to be competitive, the tourism industry is undergoing a shift in focus. As an industry, we are turning our attention away from selling commodities, products and services and have become precisely focused on the design and sale of engaging, authentic and memorable experiences. We understand that as experiences enabled at the Canyon move up the experience spectrum (see Figure 20), our competitive position will increase and so too will our ability to seek increased prices for our experiences and, in turn, greater economic return to Kneehill County and region. Historically, the Canyon offered visitors little more than a place to stop and see and maybe spend some money on a trinket. However, going forward and as we have begun to provide through our markets and long table events, we will embrace and diligently focus our attention on experiential travel. “Experiential travel engages visitors in a series of memorable travel activities that are inherently personal. It involves all senses, and makes connections on a physical, emotional, spiritual, social or intellectual level. It is travel designed to engage visitors with the locals, set the stage for conversations, tap the senses and celebrate what is unique” (Canadian Tourism Commission, 2015). Experiential travel

is an opportunity for us to inspire visitation to the Canyon and the Canadian Badlands by creating authentic experiences designed to connect travellers to the Canyon, our County, our people and our culture and stories. For this reason, Horseshoe Canyon will work to provide every visitor the opportunity to have an exceptional Canyon and Canadian Badlands experience.

***“A tourism product is what you buy, a tourism experience is what you remember”***

- Canadian Tourism Commission, 2015

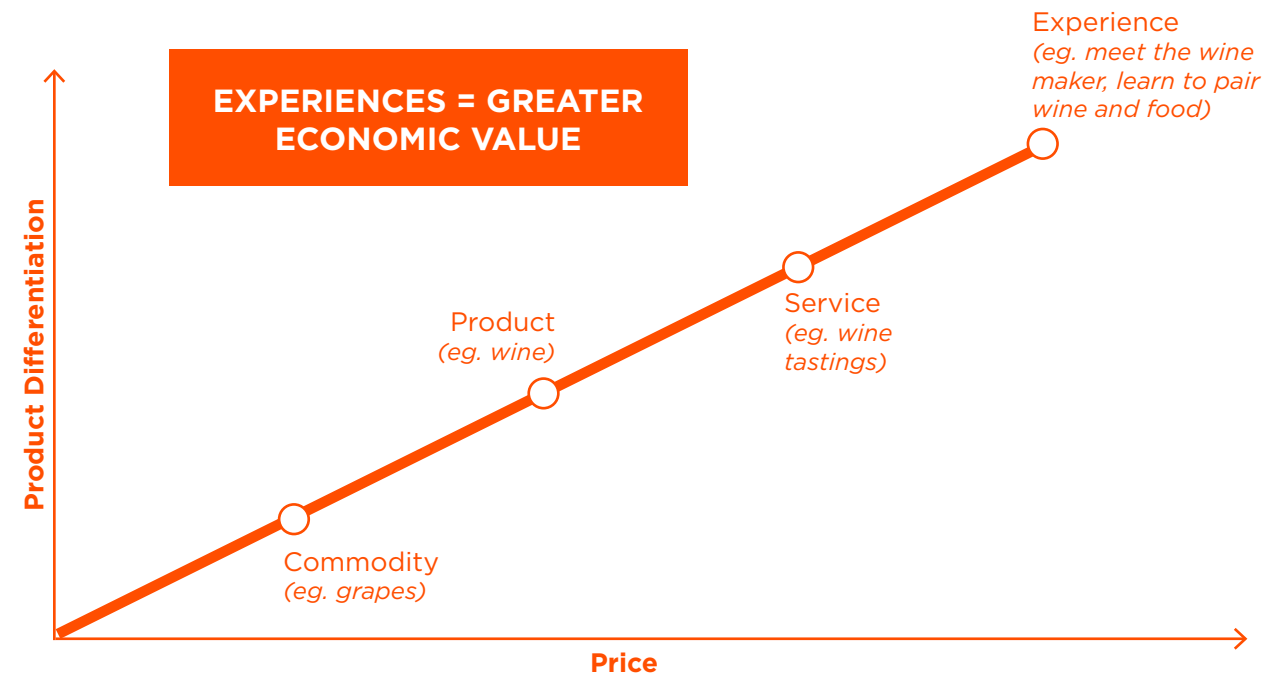


Figure 20: Experiences Spectrum

## 7.2. Horseshoe Canyon's Unique Selling Proposition & Role in the Region

### **Unique Selling Proposition:**

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We know that the tourism landscape is fiercely competitive. Leisure and business travellers have many choices available to them. At the same time, Kneehill County has many competing demands on its limited resources. Our investments of both capital and operational resources must be spent in ways that will yield reasonable returns. To stand out amongst the competition and to ensure our limited resources are wisely invested, we spent time thinking through the Canyon's unique selling proposition. We needed to understand and think like our target markets and we needed to understand our competition and how we can both differentiate from them and collaborate with them.

Unlike other destinations throughout our region, Horseshoe Canyon's unique selling propositions are its:

#### **Close Proximity**

With over 50% of the province's population within 3 hours, the Canyon can be easily accessed from many of Alberta's major urban centers, adjacent provinces and states as well

as by long-haul travellers who travel through the Calgary International Airport.

#### **Jaw Dropping Beauty**

Horseshoe Canyon is inspiring and intriguing.

#### **Gateway Location**

Providing the first compelling views of the Canadian Badlands. Canadian Badlands adventures start here.

#### **Diversity of Experiences**

Whether it's a short photo op, longer day use excursion, an overnight adventure or a special event, the Canyon will provide a diversity of family focused soft adventure and educational experiences. Portions of the Canyon will also be universally accessible. This diversity will appeal to a range of target markets and, by doing so, broaden the size of the market share the Canyon will be able to claim.

#### **Immersive Experiences**

While other Badlands destinations are primarily focused on preservation and protection where visitors experience the badlands "from afar"; Horseshoe Canyon's regulatory framework allows Kneehill County to deliver a much

broader diversity of up close and personal experiences that are fully immersed in the Badlands landscape.

#### **Blank Canvas**

For the most part, development at the Canyon is minimal. Furthermore, Kneehill County owns the Canyon and is in autonomous control of decisions and approvals about the site. There is tremendous potential that can be purposefully tailored to match the expectations of target markets without the need for costly re-design and development.

## THE CANYON'S ROLE IN THE REGION

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*The Canyon will become a signature must-experience gateway to the Canadian Badlands. It will evolve from a simple short “stop and see” experience to an experience that motivates travel to the Canyon and throughout the broader Canadian Badlands. Targeting families and nature-focused special events, the Canyon will provide visitors with soft-adventure day use and overnight experiences that allow visitors to have up close experiences with the Badlands that are unavailable at other well-known Badlands destinations.*



## 7.3. Outcomes

The acquisition and development of the Canyon was and will continue to be a means to an end. Through the implementation of this master plan, by 2029, we will have:

### Experiences

- » Diversified and greatly enhanced the memorable visitor experiences available at the Canyon.
- » Developed the Canyon into a destination that motivates travel to Kneehill County and the Canadian Badlands.

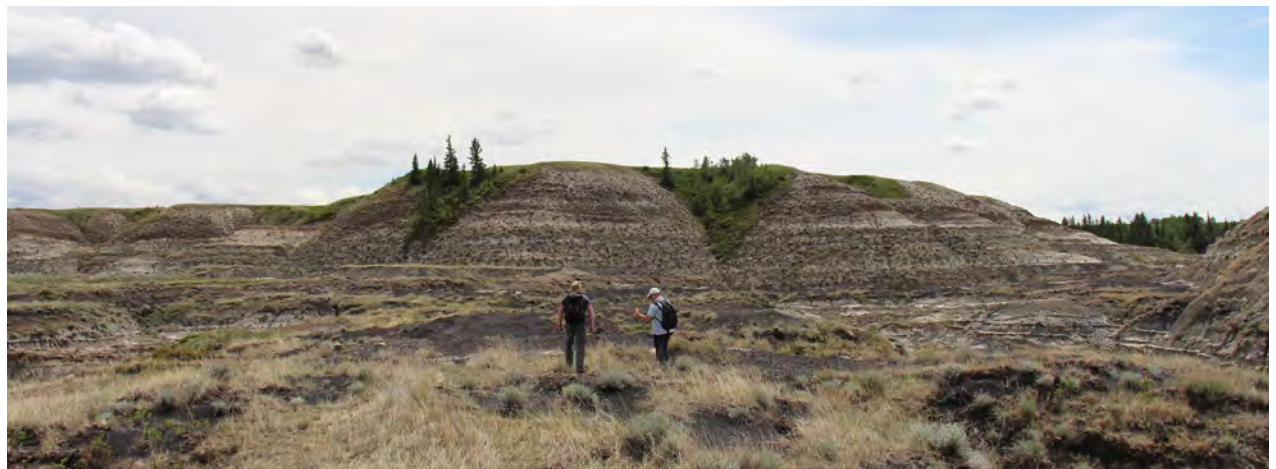
### Economic

- » Extended the length of stay of visitors and established the Canyon as a destination where visitors “stay and play” rather than “stop, look and leave”.
- » Increased the direct and indirect economic contributions the Canyon and tourism is making to Kneehill County and region.
- » Achieved reasonable rates of return on our investments in the Canyon.
- » Stimulated greater employment as well as private sector investments.

### Management

- » Effectively managed the infrastructure development and visitor use to minimize impacts to the Canyon’s ecological and historic resource values and conflicts between visitors.
- » Minimized the negative impacts of development and visitation on County residents and adjacent landowners.
- » Established a positive and collaborative relationship with adjacent landowners and the broader Canadian Badlands tourism region.

***Our focus is not on creating "more visitation". Our focus is on giving visitors a reason to come to Kneehill County, stay longer, experience more and stimulate greater returns and benefits.***



## 7.4. Guiding Principles

Participants in the engagement were clear, the Canyon needs to be designed, developed and managed both carefully and deliberately if the Canyon's tourism potential is to be realized in a way this mitigates undesirable impacts. The following principles, which were derived from engagement input, were used to inform the preferred future design of the site and will also be used to guide the ongoing development and management of the Canyon.

### Iconic, Differentiated & Market Driven

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- » The experiences, and the supporting infrastructure, match the expectations of target markets, allow visitors to experience the Badlands up close, and differentiate the Canyon from our competition and other experiences available in the Canadian Badlands region.

### Diverse Experiences

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- » Provide visitors with a unique, memorable, and diverse mix of day use, overnight, guided, self-guided and special event experiences.

### Leveraging the Natural Asset

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- » Horseshoe Canyon is a place of immense beauty, and all development should be

focused on accentuating the uniqueness of the landscape and setting.

### Inclusive Experiences

- » Provide opportunities for all visitors to experience the Canyon regardless of age and ability.

### Gateway Experience

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- » Create a “wow-factor” memorable sense of entry to the Canyon to ensure visitors have a memorable first impression of the Badlands.

### Connectivity

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- » Physically and virtually connect the experiences available in the Canyon (e.g. trails) to the experiences available on the Nature Conservancy of Canada lands and throughout the region.

### Access

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- » Make it easy for visitors to move throughout the upper portions of the Canyon as well as access the canyon bottom.

### Sense of Place

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- » Plan, design and develop visitor infrastructure in a way that compliments and maintains the Canyon's incredible

visual appeal and sense of place.

### Compliment & Integrate with Adjacent Lands

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- » Develop visitor infrastructure and manage visitation in a way that compliments and integrates the goals and priorities of the Nature Conservancy of Canada's Nature Destination.

### Sustainability

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- » Adopt the Global Sustainable Tourism Council Destination Criteria and integrate the criteria into all aspect of site design, construction, management and operations.
- » Integrate green infrastructure into the site design as well as measures to enhance energy efficiency where reasonable and feasible.
- » Minimize the negative impacts of development and visitor use on the Canyon's ecological and historic resources.
- » Minimize the potential for visitor conflict impacts.

### Return on Investment

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Plan, design, develop and operate visitor infrastructure and experiences that will provide a reasonable return on investment.

## 7.5. Visitor Experiences

In accordance with the learnings from the experience market match, the Canyon will enable a diverse mix of activities and programs that cater to a diversity of target markets. Each activity and program has been selected with the goal of ensuring there will be a variety of activities that are suited to every visitor. In selecting the visitor experience mix, we have considered the following:

### Cost

Some of the activities could be relatively expensive such as a catered long table dinner combined with a musical performance and a night's accommodation or a hot air balloon experience. Others are very low or no cost such as an self-guided hike or a walk along the canyon-top pathway. This mix will provide something for everyone who wants to experience the Canyon.

### Guided versus Unguided

Many of the activities can be provided as both an unguided or guided experience to ensure that both types of visitor are accommodated.

### Physical versus Sedentary

The Lookout and Trail Tourer segments are not

looking to exert themselves while the Outdoor Enthusiasts and the Program Personalities are likely up for a bit of a challenge. The activity menu offered must accommodate all four target market personalities.

### Age Specific Activities

Most of the activities can be tailored to a specific audience. A guided hike, cycling, ecological workshop, musical performance, etc. can be created for kids as well as seniors

### Indoors versus Outdoors

The reality is that some activities are easier to stage indoors than outdoors and some specific audiences will prefer the indoor domain. Inclement weather can also force an outdoors activity indoors. The educational space within the visitor pavilion will enable this to happen as required.

### Scheduling Flexibility

The range of activities listed below allows for daily, weekly and monthly programs as well as one off events and annual events which is necessary to address the needs of the broadest market possible.

### Environmental Appropriateness

All of the activities listed have been chosen as they can be offered in a way that minimizes their impacts on the Canyon's ecological and historic resources. Where the activities are located is a big part of this equation. Most of the "events" and any more intensive commercial attractions (e.g. zipline etc). would take place on the rim of the canyon nearer to the visitor pavilion in order to preserve the natural feel and serenity of the canyon valley environment.

### Seasonality

Winter activities and programming also need to be addressed. As described below there are a plethora of winter activities that would be appropriate to offer in the Canyon and attractive to guests. However, it is difficult to know what the winter visitation for the Canyon would be. Therefore, Kneehill County will begin by hosting only a few, specific, weekend-long winter programs as a pilot project in order to gauge what market appeal is for these programs without significant financial risk.



Visitor activities and programming should be designed and delivered in ways that compliment the Canyon's sense of place and mitigate impacts to ecological and historic resources. The mix of activities and programs should be synergistic and inherently minimize conflicts between the activities and programs. And, where available, the activities and programs should be delivered in a manner that can generate a profit. As the Canyon already welcomes a high volume of visitors on a consistent basis, we recognize that not all of the proposed infrastructure nor the activities and programs need to be in place immediately. Given our steady visitation, we have the opportunity to grow the mix of activities, programs and infrastructure organically

Kneehill County will work to enable the following activities, events and programs in the Canyon. As relationships are built with the Blackfoot Confederacy, Kneehill County and local Indigenous communities may also partner to enable the delivery of authentic Indigenous tourism experiences.

## Spring/Summer/Fall

### Activities

- » Camping – comfort & tenting
- » Scenery viewing
- » Hiking
- » Beginner and intermediate interpretive cycling & e-assist cycling

- » Segway's on canyon-top pathway
- » Free play & nature playground
- » Birding & wildlife viewing
- » Photography & visual arts
- » School/youth/seniors group ecological educational programs and lecture/workshop series
- » Suspension bridge or Skywalk attraction over the narrow northern part of the Canyon (long-term, if constructed)

### Events & Programs

- » Art in the Canyon-visual and performing nights/days/mornings setup in and around the canyon led by local artists
- » Yoga, Hike and Eat. Yoga instructor-led hikes participants to yoga location in canyon and after enjoy a meal
- » Dinner in the Canyon. Chefs and high-end cooks set up special meals, long table dinners, in certain locations around the canyon (similar to the well-known program offered at the Bay of Fundy)
- » Hot-air balloon tours
- » Country Market stalls where local vendors sell their products
- » Eat the Canyon. Foods prepared highlighting ingredients foraged from the canyon

- » Canyon Photo. Guided photo hikes, photo nights, northern lights, or sunset sunrise
- » Ales & Trails. Hikes followed by a local craft brewery tour and food service
- » Folk or music events
- » Authentic Indigenous programming such as native ecology interpretation, history and story telling sessions, dance workshops and demonstrations, artisan workshops and art sales, indigenous hand games
- » Guided and non-guided interpretive hikes. Possibly themed for paleontology, geology, flora/fauna/, history, Indigenous culture and history
- » Guided and non-guided interpretive cycling tours
- » 4X4 Segway (segway.com) tours around the Canyon Top Pathway
- » Food Truck Festival
- » Trails, Tales & Tunes. Guided hikes with stops along way telling stories and recounting local history ending with a musical performance
- » Desert survival courses
- » Art lessons and course
- » Races and competitive events

## Winter

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### Activities

- » Nordic skiing (track set trails in the canyon and along the top rim of the canyon)
- » Snowshoeing
- » Winter hiking
- » Winter comfort camping
- » Artificial ice climbing wall with instruction

### Events & Programs

- » Christmas special events such as meals, programs, Santa visit, petting zoo and sleigh rides
- » A-light at night light events
- » March Break family and student programs
- » Winter activity instruction – winter camping, snowshoeing, cross-country skiing
- » Ice carving demonstrations and instruction
- » Winter themed food and beverage events





## 7.5.1. Visitor Experience Strategy Areas

The following illustrates the general visitor experience areas for the Canyon. Infrastructure will be developed within these areas to ensure the range for visitor activities and programs identified above can be delivered.

### Visitor Experience Strategy

- Proposed Canyon Top Pathway - Horseshoe Canyon Land & Nature Conservancy Land
- Proposed Canyon Top Pathway - easement to be negotiated

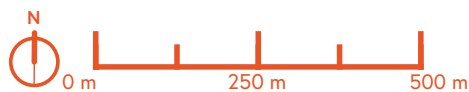


Figure 21: Visitor Experience Strategy



## 7.6. Strategies and Actions

### 7.6.1. Provide a Diversity of Overnight Experiences

Through the engagement and the market research, it is clear that our residents and visitors support the provision of overnight experiences at the Canyon. Overnight experiences will enhance the length of time visitors spend in the Canyon and the direct, indirect and induced economic benefits and returns on County investments. The competitor review demonstrated that there is a variety of accommodations in the region, but many are already at capacity during peak season meaning there is opportunity for overnight experiences at the Canyon to compliment and help address peak season supply shortages. Furthermore, our review of accommodations providers concluded that most camping operations in the region target hotel / motel-based travellers and RV and travel trailer campers. There are few unique comfort camping or overnight tenting opportunities nearby. And, for the most part, the accommodation opportunities nearby could be of greater appeal and uniqueness to match target market expectations. Though an RV and travel trailer focused campground would be successful at the Canyon, we recognize that the Horseshoe Canyon Visitor Center and Campground is beginning operations and we will work to compliment, rather than compete,

for this market. Overnight experiences will be developed at the Canyon and will provide unique and appealing comfort camping and tenting experiences.

#### Comfort Camping Node

Comfort camping is an overnight camping experience that provides greater comfort than “standard” on-the-ground tent based camping and greater convenience and affordability than RV’s, holiday trailers and similar accommodation units. Despite the name, the level of comfort and convenience associated with comfort camping varies greatly. It can range from the basic provision of accommodation (a roof of some sort) and no services through to 5-star accommodations

#### Comfort Camping...

*Comfort camping is an overnight camping experience that provides greater comfort than “standard” on-the-ground tent based camping and greater convenience and affordability than RV’s, holiday trailers and similar accommodation units.*

in single or multi-unit facilities with the most refined services.

Outside of Dinosaur Provincial Park, there are no other nearby comfort camping operations in the region. Demand for comfort camping experiences has and continues to rapidly grow while providers have been slow to meet the demand. As such, there is a great opportunity for the Canyon to successfully address this market gap in the region. The Canyon’s comfort camping accommodation will considerably diversify the accommodation mix in and around Drumheller and provide visitors to the region with a compelling alternative to the current supply of accommodations in the region. The comfort camping accommodation experience together with the proposed mix of on-site activities and attractions will make the Canyon a must-stop experience for travellers.



Figure 22: Comfort Camping Experience

The comfort camping experience should be unique and compliment the Canyon's spirit of place while, at the same time, immersing the visitors in the Canyon. To do so, the comfort camping units should be sited close to the rim of the Canyon and oriented to provide visitors with expansive views of the Canyon and sunrises / sunsets. They should also be sited near the Canyon Top Pathway providing visitors with easy access to the Pavilion and other Canyon experiences. The units should be carefully positioned and designed to minimize potential ecological and historic resource impacts and visitor safety concerns. As a primarily three season operation, the comfort camping services will target families and couples in the peak season and be available in the shoulder season for larger bookings by groups hosting special events at the Canyon. Comfort camping may be offered for select periods in the winter to accommodate short winter programming and events.

We envision 28-foot yurts as the accommodation type. These yurts will provide up to 6 visitors with 615 sqft of living space. Yurts have a number of attributes that make them well suited for use at the Canyon:

- » They are a unique structure that most guests will have never stayed in. They have a very serene "feel" to them and provide for a beautiful living space. When furnished appropriately their ambiance will fit the Canyon's spirit of place very well. Several windows and a spherical, clear dome on the top makes for a bright space that also

allows for viewing the stars and northern lights from the comfort of your cozy room.

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**\$24,000**

***The approximate cost of a 28' unfurnished yurt with three, 3X5' glass windows, a wooden door, a screen for the dome, fully insulated, ready to accept a stove and including a heavy-duty wind and snow kit.***

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- » They are available in many colours including white, beige, light brown and green so that they can be made to blend unobtrusively into the surrounding environment.
- » They are very strong structures that are insulated well enough to be used successfully in tourism operations in +40C heat and -50C cold. They were first constructed on the Mongolian Steppe in part because they shed strong winds so well. They are available in fabrics that last well over 25 years with a minimum amount of care.
- » In general, once constructed, they require little to no maintenance other than having the outside pressure washed once a year.
- » They are built on decks and platforms

and are therefore well suited to being erected on a cantilevered platform over the Canyon's rim, providing an incredible viewscape of the badlands below.

- » They are very easy to erect. Two persons can erect one in approximately one day, and yet they provide solid, fixed roof accommodation that will not need to be taken down for the winter months but actually make for very cozy winter accommodation.
- » There are a few very reputable yurt companies that manufacture a great product in Canada and ship the yurts anywhere on pallets as a kit. These are easily assembled by workers with rudimentary carpentry skills.
- » Relatively inexpensive compared to a cabin of the same size.

To meet market expectations, the yurts should be outfitted to a “type 3” level of service standard (see Appendix B for Comfort Camping Experience Spectrum & Level of Service guidelines). In keeping with this desired level of service, each yurt would be furnished with:

- » Deck with shade structure and picnic tables
- » Bunk bed and linens with a double bed on the top and a couch with a trundle bed on the bottom under the raised double bed, and four reading lights attached to each side over the bed and couch
- » 2-piece en-suite washroom with sink and toilet
- » A propane heating stove with a thermostat
- » A small kitchen counter island with a grey water sink connected to waste water system.
- » A small six-person dining table with chairs.
- » 2 burner electric hot plate located on the kitchen counter
- » Small refrigerator
- » Locked “kitchen box” that would be filled with all the pots, cooking utensils, flatware and tableware required. This is available at an additional cost from many yurt providers. Once the seal on the box is broken the guests pay for it’s use.
- » A floor lamp

- » Pullout couch and coffee table
- » Two fans

The comfort camping node would also contain:

- » A separate heated shower house with 6 showers located centrally to all the yurts.
- » A centralized campfire and cooking area shared by all yurt guests.
- » A wastewater and sewage system with pump out tank installed in ground below the frost line to hold the waste from the shower building and yurt washrooms.
- » Parking will be centralized and located within a close walk to yurts
- » Universally accessible paths will be developed to connect yurts to the parking

lot, shared shower building and the shared gathering and campfire space.

The guest services should include:

- » Provision of linens
- » Laundering of linens provided as an option for stays of three nights or less but encouraged to be one laundering per week.
- » Online reservations
- » Campground attendant
- » Food and beverage at the Pavilion



Figure 23: Yurts in Utah State Park



## Comfort Camping Accommodation Type Selection Process

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The process used to determine which comfort camping option was best suited to the Canyon began by exploring what the operational needs of the accommodation would be:

- » Low capital cost
- » Low maintenance
- » Ease of construction
- » Ability to be left in place year round
- » Ability to be used in extreme temperatures, both hot and cold
- » Ability to be heated in a way that allows for the total shut down of any heat source when not in use in the winter, while still having the ability to be quickly heated to a usable temperature when needed.
- » Can be manufactured in a colour palette that is complimentary to the Badlands landscape.

Wall tents, Silos, and Pre-fabricated huts/cabins were all evaluated but yurts were the only structure type that met all of these criteria.

Once the operational issues were addressed, the issue of design compatibility was explored. Yurts were researched to see if they had been deployed in other desert/badlands landscapes. It was determined that yurts have become one of the iconic glamping accommodation for many of the best known, desert regions of America. Both private and public yurt accommodation is currently offered in places such as Coconino National Forest, Flagstaff and Sedona, all in Arizona, to East Canyon, Goblin Valley, Rockport, and Dead Horse Point, all State Parks in Utah. The yurts perched on the edge of the canyon at Dead Horse Point State Park in Utah ([stateparks.utah.gov](http://stateparks.utah.gov)) are an excellent best-case example. The neutral beige and brown colours that are available would blend into the Horseshoe landscape seamlessly, yet they remain remarkably unique structures that guests will love to stay in overnight.

## Development Plan

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### Phase 1

- » 12 yurts constructed. 7 will be universally accessible and 5 will be accessible via stairs.

### Phase 2

- » 10 additional yurts constructed should the demand warrant the expansion. 5 will be universally accessible and 5 will be accessible via stairs.

	Capital Cost	Maintenance Costs	Ease of Construction	Four-Season Use	Intermittent Heating (as required)	Neutral Colour Options
<b>Wall Tent</b>	LOW	MEDIUM	LOW	NO	NO	NO
<b>Pre-Fab Huts</b>	MEDIUM	MEDIUM	MEDIUM	YES	YES	YES
<b>Silos</b>	HIGH	MEDIUM	HIGH	YES	YES	YES
<b>Yurts</b>	LOW	LOW	LOW	YES	YES	YES

Table 2: Accommodation Type Evaluation Matrix



Figure 24: Examples of Yurts in Desert Environments



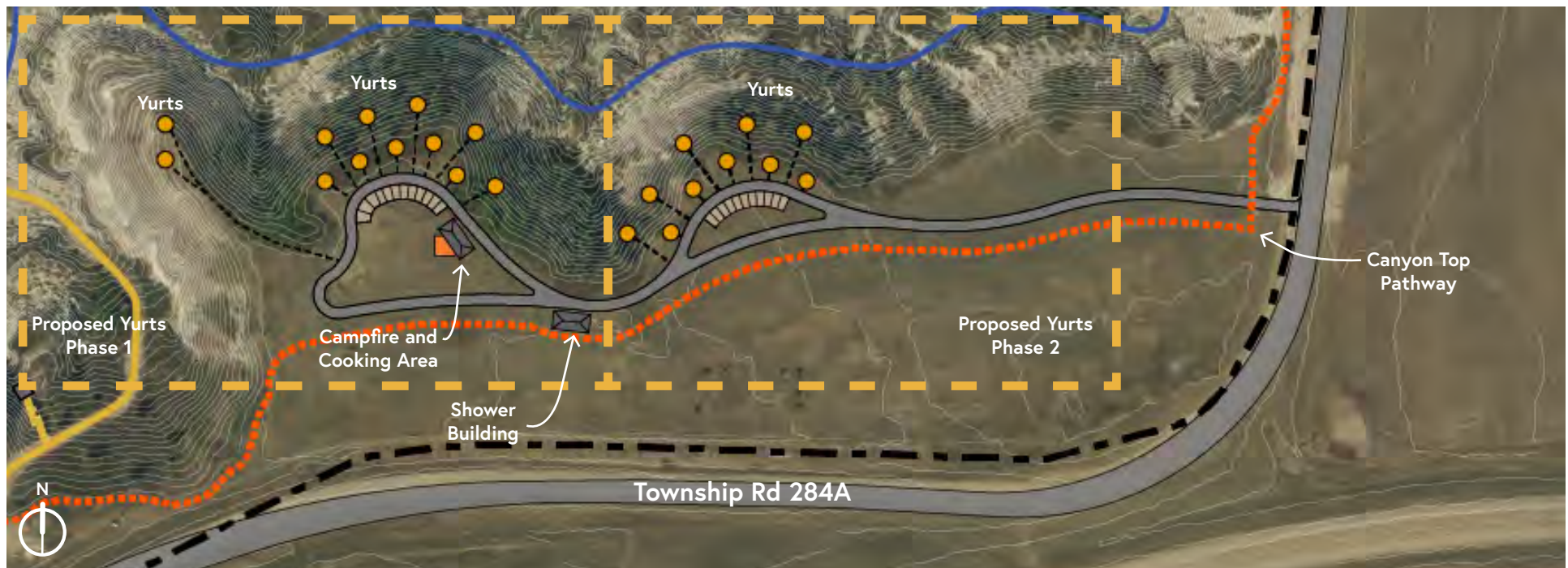


Figure 25: Comfort Camping Node

#### PHASE ONE - 12 Yurts Total

- » 12 three-season, insulated and partially serviced Yurts
- » 7 units will be universally accessible
- » 5 units will be accessible by stairs

#### PHASE TWO - 10 Yurts Total

- » 10 three-season, insulated and partially serviced Yurts
- » 5 units will be universally accessible
- » 5 units will be accessible by stairs

#### DESCRIPTION

- » Yurts are oriented to have a dramatic view of the canyon
- » Phase one of the comfort camping will house a communal fire pit to encourage socialization and gathering of the visitors in a designated area
- » All 22 yurts will have heating and running water and a two piece washroom. Showers will be located in shower house strategically placed between phase one and phase two
- » Color selection for the yurts will be inspired by the vernacular colors found commonly in the Canyon, such as gray, brown and tan





Figure 26: Conceptual Comfort Camping Cross Section (not to scale).

## Thematic Elements Colour Palette



## Overnight Tenting Node

No existing tent-based campgrounds in the region provide visitors with the unique setting and appeal as visitors to the Canyon will get when they spend a night overlooking the Canyon. Including over night tenting ensures the full range of accommodations are available to visitors within, adjacent or close to the Canyon. Like the comfort camping experience, the tenting experience should be unique and compliment the Canyon's spirit of place while, at the same time, immersing the visitors in the Canyon. The tenting sites should be situated near the rim of the Canyon affording campers expansive views of the Canyon as well as sunrise and sunset views. They should be positioned near the Canyon Top Pathway providing visitors with easy access to the Pavilion and other Canyon experiences. The sites should be carefully positioned and designed to minimize potential ecological and historic resource impacts and visitor safety concerns.

In the first phase of development, fifteen tent sites could be established. Each site would have a wooden platform to pitch the tent on. Each platform would have a series of stainless eyebolts installed around the perimeter of the deck to allow for tent guylines to be tied off as required. Space for an additional 10 tent sites has been set aside should the demand warrant a phase 2 expansion. Each site should be supplied with:

- » 15-amp power via a weatherproof box that

could be locked with two outlets installed on a post at the side of each tent platform.

- » Picnic table
- » Shade structure

The tenting node should also contain:

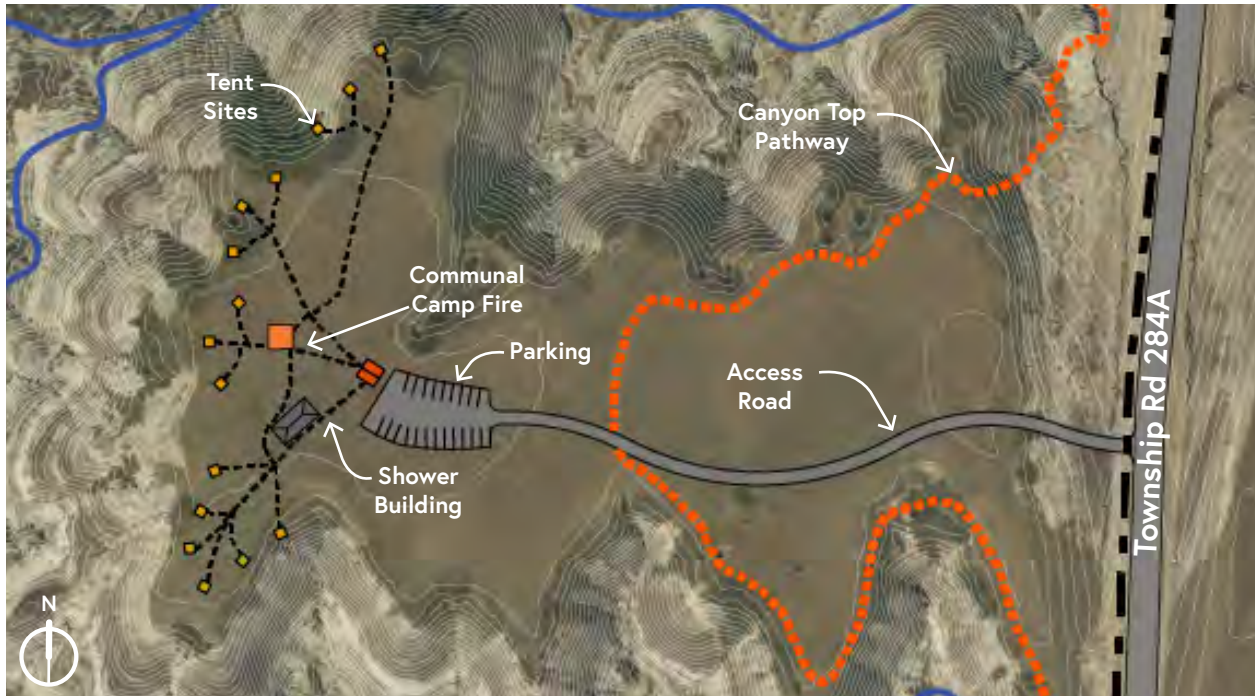
- » Centralized waste and recycling bins
- » Centralized dish washing area and heated shower house with 6 showers and washrooms
- » Centralized food storage lockers at each pod of tent pads
- » A centralized covered cooking and campfire area shared by multiple tenting guests
- » A wastewater and sewage system with pump out tank installed in ground below the frost line to hold the waste from the shower building.
- » Universally accessible pathways between the parking lot, tent sites, washroom and shower house

To provide a diversity of overnight accommodations, the following actions should be implemented.

## Actions:

1. Undertake the detailed design study for the comfort camping and tenting nodes to prepare the final siting, architectural, engineering and landscape designs of the yurts, shower building, parking and access road, outdoor lighting, utilities (potable water, waster water and sewer, power, internet) and the outdoor common areas. Once the detailed designs are finalized, prepare the construction tender documents and initiate a competitive tendering process.
2. In concert with the detailed design study, undertake necessary environmental and geotechnical assessments, review the need to update the existing historic resource impact assessment in accordance with the concept plan, and complete related on-site survey work.
3. Acquire and implement an online booking / reservation system for the yurt and tenting units.
4. Adopt and integrate the Global Sustainable Tourism Council's Criteria for Hotels and Tour Operators.





## DESCRIPTION

- » Visitors will travel by foot from parking lot to registered tent site
- » Sites will be complete with picnic bench and space for portable BBQ.
- » Tents will be placed on wooden platform above ground
- » Each site provided with a shade structure
- » Power at each site
- » Food storage lockers to be provided

## TENT ACCOMMODATION EXAMPLES

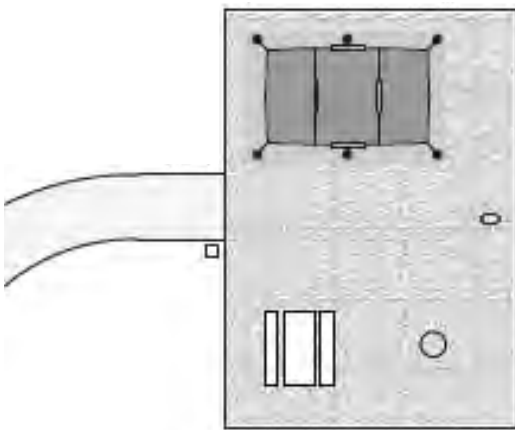


Figure 27: Overnight Tenting Node



## 7.6.2. Develop a Visitor Pavilion & Event Hosting Space

From the market research and competitor review, it is clear that the creation of a compelling event hosting space in a remarkable landscape is a gap in the region. The recent success of Kneehill County's Country Market and the Long Table Dinner have demonstrated the appeal of the Canyon and the potential for the site to deliver and host exceptional special events. We regularly entertain requests to permit the hosting of events such as weddings on site. However, recent operations of these events have confirmed the need for a dedicated event space and associated services and amenities. In addition, our residents and visitors clearly identified the need to have access to greater services such as food and beverage, better washrooms and interpretive opportunities.

### Location & Facility Elements

In turn, the Visitor Pavilion will be built on the site of the current helicopter landing pad. The Pavilion will be the most iconic structure in the Canyon. Its design will embrace the spirit of place in the Canyon and ensure visitors are greeted with a memorable first impression. The Pavilion will be an energy efficient and environmentally responsible multi-activity

facility that serves as the operational, revenue generating and event hosting hub for the Canyon. As a universally accessible facility, it will accommodate many different events and groups and provide for revenue producing opportunities for Kneehill County and / or third-party operators. The Pavilion will include visitor entry and greeting space, retail space, a food and beverage operation and commercial kitchen, administrative office, supplies storage, an educational/meeting room that will be used to host meetings, workshops, lectures and to watch a short film about badlands ecology/history, activity registration area, washrooms, and Canyon interpretive map / area and information as well as a place to display an animated advertisement kiosk cross promoting the Royal Tyrrell Museum, Drumheller and the Canadian Badlands. Each of the indoor and outdoor facility elements are further described:

#### Indoor

##### Restaurant – Occupancy of 36 people

The restaurant will have an occupancy of approximately 36 guests. The area will provide for nine, 4-person tables and would look out over the canyon viewscape. It will have French doors that open onto an expansive deck

overlooking the Canyon that would be perfect for hosting receptions as well as allowing daily visitors to sit outside. Sit down and take out food will be provided for sale. There will be a small display of snacks and beverages for purchase for guests who did not have the time or desire to sit down for a full meal.

#### Commercial Kitchen

This space would be large enough to provide prep counter space, refrigeration and all the equipment necessary to serve breakfast, lunch and dinner in the restaurant as well as provide the food and beverage service for larger events such as meetings, weddings, etc.

#### Activity Registration Area

This would be an activity office that would be located on an outside wall allowing for a service window with an overhang where guests could be provided with information and purchase their activities. A service window would also be located in the office on the inside of the building to serve guests in inclement weather.

#### Retail Space

This would be a space large enough to provide for the display and sale of local artisan works,

books and media related to the Canyon ecology, history etc., authentic local indigenous crafts and art, local prepared foodstuffs, essential camping and recreation equipment and souvenirs etc. The current selling of fossils and artifacts will be discontinued to ensure the experiences and retail opportunities are authentic and to avoid unintentionally encouraging visitors to take cultural and historic resources they might find on site.

### **Administration & Storage Areas**

This would be a small office that could accommodate 2 managers as well as a copy machine and office supplies. Areas sufficient in size to store facility, kitchen, administrative and other supplies would be included.

### **Educational Space**

This would be a meeting room that could sit up to 40 persons theatre style or 20 persons around tables. It would be used for school groups, elder groups, and special interest groups who were enjoying a lecture, workshop or course. It would have a screen and projector mounted on the ceiling and walls that would allow for the screening of a short, introductory film regarding the geological, paleontological, and human history etc. of the Canyon on a daily scheduled basis.

### **Visitor Welcome & Information Area**

This would be a small area in the main foyer of the building that would provide space for the display of marketing materials pertaining

to tourism opportunities in Kneehill County, as well as Drumheller, the Royal Tyrrell Museum, Dinosaur Provincial Park and the Canadian Badlands.

### **Washrooms**

Gender neutral washrooms with universally accessible stalls would be provided inside the facility. They would replace the current facilities located by the lookout and stairs.

### **Outdoor**

#### **Outdoor Deck Space**

A large wooden surfaced deck will be built on the Canyon side of the Pavilion building to provide space for outdoor dining and seating and smaller event hosting. On centre axis with the building a wooden boardwalk will connect the deck with a cantilevered viewing platform.

#### **Market and Display Area**

On the south side of the Pavilion towards the parking lot, will be a manicured grass open space that would be set aside to accommodate an open air, tented market place where local farmers and crafts people could display and sell their products to visitors. It could be set up for one-off events such as a craft beer festival or a specific food related event that would be open to all Canyon visitors. Power would be provided at this site via a weatherproofed box on a post that could be locked.

#### **Segregated Large Tent Area**

Next to the Pavilion on the southwest edge of the canyon rim will be a more private and segregated area with manicured grass that will be set aside for the installation of a large tent or tents that could accommodate up to 120 guests and could be used for outdoor functions such as long-table dinners etc. There would be a universally accessible walkway either board walked or gravelled that leads from the Pavilion deck to this area.

### **Spontaneous Play Area**

Within the existing day use area near the Pavilion, a small Canyon themed natural playground and outdoor classroom will be developed.

### **Canyon Top Pathway & Funicular Connectivity**

The outdoor spaces adjacent to the Pavilion will be seamlessly connected to the Canyon Top Pathway and the Funicular.

### **Wastewater & Sewage Management System**

An appropriately sized two-cell septic system will be developed for collection of wastewater from the Pavilion. The recovered contents will be evacuated via vacuum truck and disposed of off-site. The two-cell configuration is a typical approach whereby the solids would accumulate in the first cell and liquid waste would be trucked. Periodically the primary cell will need to be evacuated by vacuum truck. This system is affordable, reasonable to

operate and will allow land use in the site to be maximized by avoiding the need for a septic field. Kneehill County or operator will arrange contractor services for pump outs, hauling and disposal.

## Architecture & Orientation

The building will contain a full band of windows on the canyon side affording stunning views out across the Canyon. Natural and local building materials will be utilized – wood, sandstone and concrete and architectural design will be influenced by the Canyon's stratigraphy and topography. The exterior and interior color palette will reflect the earthen blends characteristic of the Canyon. The pavilion will be designed in accordance with the Organic architectural style which is drawn from natural surrounding landscape forms, textures and colours ([https://en.wikipedia.org/wiki/Organic\\_architecture](https://en.wikipedia.org/wiki/Organic_architecture)). An example of the organic style of architecture is the use of Rammed earth walls which are constructed by ramming a mixture of selected aggregates, including gravel, sand, silt and a small amount of clay, into place between flat panels called formwork. This type of architectural feature could exemplify and celebrate the geologic striations of the canyon and beautifully bring the tactile experience into the pavilion.

The Pavilion will be sited and oriented to afford maximum sweeping views (45 degree viewing angle from due north) of the Canyon from just above the ridge. The outdoor space

surrounding the Pavilion will be universally accessible and designed to become the primary day use destination and gateway into the site. This will refocus day use visitors closer to the Pavilion which will increase visitor spending and the likelihood visitors will learn about and engage in on site programming. The existing day use will serve as a secondary viewing and overflow areas.

To develop the Visitor Pavilion and Event Hosting space, the following actions should be implemented.

## Actions

1. Undertake the feasibility studies and detailed design to prepare the final architectural, engineering, wastewater management, landscape architecture designs and outdoor lighting of the Pavilion. Once the detailed designs are finalized, prepare the construction tender documents and initiate a competitive tendering process.
2. In concert with the detailed design study, undertake necessary environmental and geotechnical assessments, review the need to update the existing historic resource impact assessment in accordance with the concept plan, and complete related on-site survey work.
3. Move forward with canceling the current agreement with the helicopter tour operator and the fossil shop.



Longtable Dinner at Horseshoe Canyon



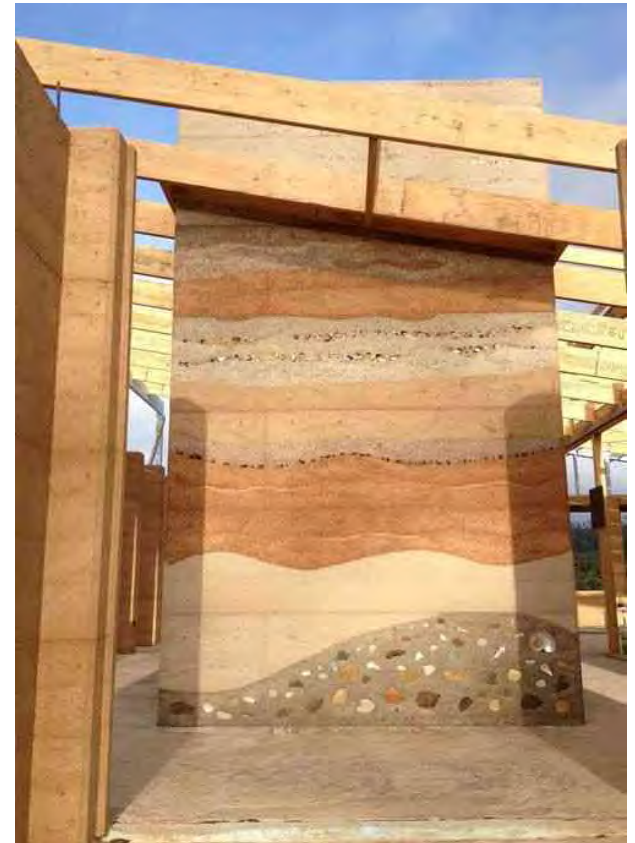


Figure 28: Visitor Pavilion Examples





Figure 29: Visitor Pavilion and Day Use Area Site Plan

## 7.6.3. Enhance the Day Use & Parking Areas

Day use visits are the most popular visits to the Canyon. Though efforts have been made to enhance the day use area, visitors were clear that continued effort is needed in order to enhance the day use and ensure the range of amenities are available for visitors. The existing day use area will be combined with the proposed Pavilion site to form two separate sides each with different programming and function. The west side day use area will house the Pavilion's outdoor space with eating area, viewing platform and event space while the east side would serve as a picnic, natural playground and outdoor classroom with viewing platforms and interpretation. With the recent addition of the timber frame picnic shelter, the picnic tables should be located adjacent to the shelter in a grassed area. Picnic tables should be installed on wooden or concrete platforms to discourage wear of turf areas. Viewing platforms should be maintained while additional viewing platforms and picnic shelters could be developed west of the Pavilion along the Canyon top Pathway. The shelters would be first come first serve while also being reservable for a fee by those visitors who wish to guarantee access for a special event. Existing tree and shrub plantings should be enhanced to form

a swath of vegetation that provides shade and functions as absorbent landscaping to capture runoff and promote more natural erosion processes from access roads and parking areas. Additional native plantings should be incorporated strategically throughout the day use area to further beautify the site, manage stormwater and mitigate erosion. Trails should transect this area to allow visitors to find their way to and from the picnic shelter and viewpoints. A boardwalk promenade could be developed along the Canyon Top Pathway to provide year-round access to rim of the Canyon. Constructed of a 4-season steel grated tread, the promenade would allow high volumes of visitors to freely circulate from the pavilion to the picnic area no matter which parking lot they use and help to protect the fragile terrain of the canyon ridge from high volumes of foot traffic.

Parking within the current day use area is a problem. The current parking is insufficient to meet current peak season demands, circulation through the parking lot is difficult and the current organization of the parking lot does not function well for buses or visitors in RV's or hauling travel trailers. To ensure the safety and convenience of visitors,

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### ***The Canyon is an Evolving Place***

***The canyon was created through erosion and will continue to erode naturally. Though this process has created the appeal of the Canyon, it may, overtime, provide risk to visitor infrastructure. Though a goal is to maintain natural processes of the Canyon, steps may need to be taken to actively manage runoff and mitigate erosion in places of high investment in visitor infrastructure. Ongoing geotechnical monitoring will be essential.***

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meet anticipated growth in visitation and to support the new concept for the Canyon, the current points of entry into the Canyon and the parking system should be redeveloped and focused near the Pavilion. New parking areas should be added near the Pavilion, comfort camping and tenting node. The existing parking lots at the day use area should be reconfigured for bus, RV and truck with travel trailer parking. Overflow parking should also be maintained to enable reasonable parking during the peak season when other special events are also being held. The parking would be designed to accommodate, enable easy circulation and appropriately segregate larger vehicle traffic (e.g. buses, RV's) from others. The parking lots would also be designed to effectively manage stormwater / meltwater flows to avoid excessive Canyon erosion and to address any contaminants deposited in the parking lot. The current washrooms in the day use area should be removed as they would be replaced by the washrooms in the Pavilion, (which in turn will be a reason for guests to visit the building).

To enhance the day use area and meet the necessary parking demands, the following actions should be implemented. The actions are shown on Figure 29.

## Actions

1. Redesign and re-locate the primary vehicular access into the site to make entry through and established gateway at the Pavilion. A more central gateway will promote visitation to the Pavilion while still allowing visitors to easily access the day use picnic site.
2. Design the outdoor day use space adjacent to the Pavilion to provide outdoor dining, entertainment, canyon viewing and outdoor event hosting capabilities.
3. Retain the day use shelter and redesign the existing day use area to provide picnicking, spontaneous play, outdoor learning, viewing and interpretive opportunities. Incorporate a small canyon themed natural playground and outdoor classroom within the re-design of the existing day use area.
4. Develop a boardwalk promenade along the canyon top pathway route from the pavilion to the east side of the picnic/playground area. This feature will be an upgraded four-season accessible walking surface that would connect the pavilion with the picnic/playground areas as well as define the main visitor areas of the site.
5. Develop approximately 3 day use / picnic shelters sited along the Canyon Top Pathway. The shelters could be available for first come first serve use but will also be reservable for a fee so visitors can secure access for small events (e.g. birthdays, family picnics etc.)
6. Develop a network of planting areas to beautify the day use and parking areas, manage stormwater and mitigate erosion. Design the planting areas in accordance with the landscape design guidelines (see section 7.6.10).
7. Undertake a competitive public art design process to commission public art installations in the day use area(s) that respect and compliment the spirit of place, history of the Canyon and comply with the architecture and landscape guidelines, (see section 7.6.10)
8. Enhance the parking throughout the Canyon by:
  - » Re-designing and expanding the existing day use parking lots to accommodate 150 vehicles stalls and 25 buses / RVs (see Figure 29).
  - » Developing two new parking lots, with a total of 83 vehicle stalls, at the Visitor Pavilion. (see Figure 29).
  - » Developing a parking stall at each yurt site (12 stalls for phase 1 and 10 stalls for phase 2) as well as a centralized parking lot with 10 stalls within the comfort camping node. (see Figure 25).
  - » Developing a 25-stall centralized parking lot within the tenting node to accommodate tent-based campers (see Figure 29).
  - » In the long-term, developing a 20-stall parking lot and staging area near the

Suspension Bridge to provide access to visitors who want to experience the bridge but may not be able to travel the Canyon Top trail from the day use area if the suspension bridge is constructed (see Figure 34).

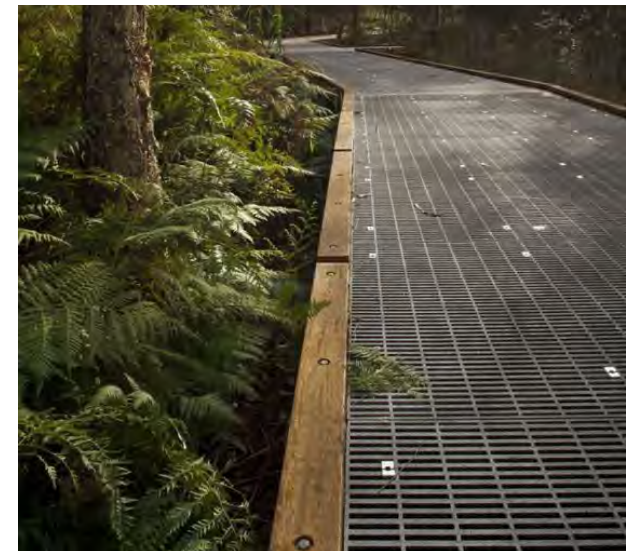
- » Maintaining the potential to develop further overflow parking capacity, or staging of buses, in the undeveloped land south of the highway access road.
- 9. Undertake a detailed design study to prepare the final geotechnical, architectural, engineering, landscape architecture designs and outdoor lighting for the outdoor spaces adjacent to the Pavilion, re-design of the existing day use area and design of the vehicular access roads and parking lots. Once the detailed designs are finalized, prepare the construction tender documents and initiate a competitive tendering process.
- 10. In concert with the detailed design study, undertake necessary environmental assessment and review the need to update the existing historic resource impact assessment in accordance with the concept plan.



Figure 31: Natural Playground



Figure 30: Boardwalk Promenade Examples





## 7.6.4. Enhance Visitor's Ability to Access the Canyon Bottom

Enabling visitors, of all ages and abilities, to easily access the Canyon bottom is essential. Though recent efforts have been made to enhance the access through the development of stairs and an emergency access, this access is disjointed from the primary hub at the Pavilion and is also not friendly for those visitors that face mobility challenges or have young children. Engagement participants and market research are clear, access to the Canyon bottom for all visitors regardless of age or ability is a necessity. To achieve this, Kneehill County should move forward with the development of a funicular. A funicular is a popular form of rail-based transportation that is used to move passengers up and down steep slopes in a carriage. Conveniently sited near the Pavilion and day use area hub, the funicular would transport visitors of all ages and abilities from the top of the Canyon to the bottom. At the bottom, visitors would be connected to the universally accessible Canyon Bottom Pathway as well as other hiking and interpretive cycling trails. At approximately 90 m in length, the development and operation of the funicular would be subsidized as it is an essential infrastructure for allowing visitors to access the experience in the Canyon bottom. In addition to visitor access, it is also

essential that staff and first responders are able to make convenient access to the Canyon bottom for site operations and emergency response. In order to enhance access into the Canyon bottom, Kneehill County will consider implementing the following actions.

### Actions

1. Undertake a detailed design study of the funicular. Once the detailed designs are finalized, prepare the construction tender documents and initiate a competitive tendering process.
2. In concert with the detailed design study, undertake necessary environmental and geotechnical assessments, review the need to update the existing historic resource impact assessment in accordance with the concept plan, and complete related on-site survey work.
3. Maintain the current stairs and access road to provide visitors on the Canyon Top Pathway with an alternative access to the Canyon bottom and to ensure convenient operational and emergency access and egress.



Figure 32: Funicular Examples





Figure 33: Funicular and Accessible Boardwalk Site Plan

## 7.6.5. Develop a Connected, Inclusive, Diverse & Appealing Mix of Trails

We heard clearly from stakeholder groups, market research and experience market match clearly illustrated that the Canyon's trail system is essential to the visitor experience. However, we learned that the current trail system is insufficient to meet the expectations of our residents and our visitors. Our trail system needs to a) provide more diversity, b) enable all visitors regardless of age or ability to experience the Canyon and c) be better connected to key areas in the Canyon. At the same time, the visitors experience along the trail system needs to be enhanced through the provision of interpretive opportunities as well as comfort and convenience amenities. The Canyon's trail system is vital to allowing visitors to truly immerse themselves in the badlands and the magical landscape of the Canyon.

To develop a connected, inclusive, diverse and appealing mix of trails the following actions should be implemented.

### **Actions:**

---

1. Develop a universally accessible Canyon Top Pathway that follows the rim around the Canyon (see Figure 34). This highly scenic 8-10 km (4.5km on County lands and 4.8 km on NCC lands) interpretive pathway will provide visitors of all ages and abilities with an opportunity to experience the incredible canyon views and learn about the Canyon and its history by way of bicycle, e-bicycle, segway or walking. Viewpoints and platforms and rest areas with physical and virtual interpretive opportunities and other furnishings will be regularly sited along the trail to enhance the visitor experience. The pathway will be maintained for year-round use. Kneehill County will collaborate with the Nature Conservancy of Canada to ensure the Canyon Top Pathway circumvents the entire Canyon. Kneehill County, together with the Nature Conservancy of Canada, will engage the landowner on the western edge of the Nature Conservancy of Canada's property to gain permission to develop a fully connected Canyon Top Pathway. The Canyon Top Pathway will be designed, constructed and maintained in accordance with the Trail Management

Objective provided in Appendix C.

2. Develop a universally accessible Canyon Bottom Trail that is approximately 750m in length (see Figure 33). Connected to the Funicular, this easy interpretive trail will encourage and allow visitors of all ages and abilities to access and travel through the Canyon bottom. The trail will also serve as the primary artery for visitors to access the hiking and interpretive hiking and cycling networks in the Canyon bottom. Frequent rest areas with furnishings (e.g. waste and recycling receptacles, benches, viewing platforms). The universally accessible Canyon Bottom trail will be designed, constructed and maintained in accordance with the Trail Management Objective provided in Appendix C.
3. Work with the Nature Conservancy of Canada to design and construct approximately 5-6km of hiking trails in the Canyon bottom (see Figure 34). Connected to the Canyon Bottom Accessible trail, these trails will allow beginner and intermediate hikers to experience the Canyon. Interpretive signage and periodic rest areas will be incorporated into the trail network. The hiking trail network will



be designed, constructed and maintained in accordance with the Trail Management Objective provided in Appendix C.

4. Develop approximately 8-10 km of beginner and intermediate interpretive hiking and cycling trails within Kneehill County owned portion of the Canyon (see Figure 34). This natural surface trail network will accommodate hiking but its design will create a fun beginner and intermediate interpretive cycling experience. To enable all weather access to the trail, the detailed design process will consider whether the portions of the trail tread should be supplemented to improve durability during wet conditions and avoid trail erosion and sustainability if used when wet. The network will be organized into a series of stacked loops with filters integrated near each trailhead / access. A variety of beginner and intermediate technical trail features (e.g. rock gardens, berms, rollers) will be integrated into the network to add fun, variety and challenge for visitors. Alternative lines will be designed around each technical trail feature to allow visitors to bypass the feature if they don't want to ride it. Appropriate signage, including difficulty, way-markers, risks, technical trail feature warnings will be installed along the network. The interpretive hiking and cycling trail network will be designed, constructed and maintained in accordance with the Trail Management Objective provided in Appendix C.

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## Technical Trail Feature

***Natural or constructed features that are integrated into the trail to add fun, interest and help visitors achieve their trail use objectives.***

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5. The Canyon Top Pathway will be one of the Canyon's iconic experiences. However, Kneehill County understands that a connected loop around the Canyon is more preferable than a pathway that has visitors travel out and back on the same route. To connect the Canyon Top Pathway loop, Kneehill County will work with the Nature Conservancy of Canada, over the long-term, to evaluate feasibility of constructing a 180m long suspension bridge in the northern portion of the Canyon. The bridge would be wide enough to accommodate two-way pedestrian, cycling and other permitted uses of the pathway. If feasible, in the long-term, Kneehill County would consider proceeding with a detailed design study.
6. Undertake a detailed design study to prepare the final designs and layouts of each of the trail types (canyon top pathway, accessible canyon bottom trail, hiking trails and interpretive cycling) and designs of all associated trail amenities and technical trail features.
7. In concert with the detailed trail

design studies, undertake necessary environmental assessment and review the need to update the existing historic resource impact assessment in accordance with the concept plan.

8. Work with the NCC, environmental organizations and other stewards to reclaim and restore informal trails that will not become part of the designated trail system in order to limit off-trail use, mitigate erosion and prevent further damage to vegetation and other ecological resources.

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## Skywalk Suspension Bridge

***Would entail towers at each end with 2 ropes. The smoke towers will allow for more sag in the ropes which helps maintain the size of the rope as small as possible. The towers will be supported by guy cables anchored into the ground with concrete foundations. The tower foundations will likely also be concrete spread footings.***

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## Trail Types

- Proposed Canyon Top Pathway
- Proposed Trail Easement
- Interpretive Hiking and Biking Trail
- Hiking Trail
- Accessible Trail Loop

Figure 34: Trail System Site Plan

CANYON TOP PATHWAY	
Tread Width	2.5 - 3.0 m
Clearing Width	1.2m except in mature timber
Typical Grade	2 - 3% slope or less
Max grade	5% for 10 m
Suitable Trail Uses	» Pedestrian » Cycling » Segway
Expected Traffic	» High - Moderate
Description	» Majority of pathway is compacted granular

HIKING TRAIL	
Tread Width	0.8 - 3.0 m
Clearing Width	1.2 m except in mature timber
Typical Grade	5% slope or less
Max grade	15% for 10 m
Suitable Trail Uses	» Pedestrian » Cycling
Expected Traffic	» High - Moderate
Description	» Compacted granular around trail head » Naturally occurring surface for rest of trail

CANYON BOTTOM TRAIL	
Tread Width	1.8 m
Clearing Width	1.2 m except in mature timber
Typical Grade	2 - 3% slope or less
Max grade	5% for 10 m
Suitable Trail Uses	» Pedestrian
Expected Traffic	» High
Description	» Steel grating or timber » Elevated off ground

INTERPRETIVE HIKING AND BIKING TRAIL		
DIFFICULTLY	BEGINNER	INTERMEDIATE
Tread Width	Greater than 50 cms	Greater than 20 cms
Clearing Width	1 - 2 m except in mature timber	1 m except in mature timber
Typical Grade	15% slope or less	30% slope or less
Max grade	15% for 10 m	30% for 10 m
Suitable Technical Trail Features (bypass lines required)	» Rock gardens and skinny's (if avoidable) » Less than 15 cm off ground	» Rock gardens and skinny's (if avoidable) » Less than 25 cm off ground
Suitable Features (no bypass lines required)	» Rollers » Berms	» Rollers » Berms » Table top jumps



Elevated Accessible Boardwalk Example

## 7.6.6. Provide and Appropriately Distribute Site Furnishings, Fixtures and Amenities

Site furnishing, fixtures and amenities can make the difference between good and great visitor experiences. We know that visitors expect that furnishing, fixtures and amenities are thoughtfully distributed throughout the site to meet their comfort and convenience needs. Though basic furnishing and amenities are available, waste and recycling receptacles, shade structures, toilets, lighting and other furnishings and amenities are needed. To provide and appropriately distribute furnishing, fixtures and amenities throughout the Canyon, the following actions should be implemented.

### Actions

1. Install and adequately distribute a cohesive collection of fixtures, furnishings and amenities throughout the Canyon, including:
  - » Waste and recycling receptacles throughout the pavilion, day use, comfort camping and tenting areas.
  - » Benches and seating throughout the day use areas, viewpoints and along the universally accessible trails and canyon-top pathway.
  - » Shade structures in the outdoor space surrounding the Pavilion, the day use, comfort camping and tenting areas.
2. Site furnishings style, form, color and texture will be reflective of a badlands theme. Materials such as Corten steel, IPE wood or Ultra-High Performance Concrete (UHPC) will be used to ensure weather durability and vandal resistance qualities. Building on the 2017 Identity Development guidelines for the Canyon's Logo, site furnishings, fixtures and amenities will incorporate Cinnabar (#E85425) color as accents in fixtures and furnishings.
  - » Group campfire pits and benches in the comfort camping and tent camping nodes.
  - » Charcoal barbecues in the day use, comfort camping and tenting areas.
  - » Toilets in the comfort camping and tenting areas.
  - » Emergency Storm Shelter in the remote portions of the Canyon bottom along the designated hiking and cycling trails.
3. To enhance the visitor experience and improve visitor safety and security, install dark sky sensitive and energy efficient lighting at:
  - » Gateway landmark features
  - » Pavilion parking lots and building
  - » Day use parking lots
  - » Low level pedestrian lighting along promenade boardwalk and other key pathways
  - » Comfort camping node parking lots and washroom
  - » Tent camping parking lot and washroom



Cinnabar (#E85425)



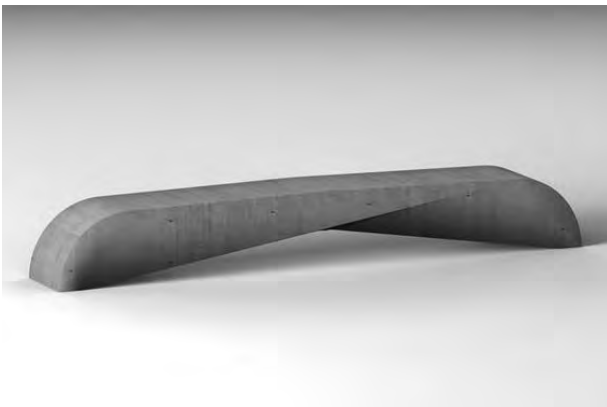


Figure 35: Furniture, Fixings and Amenities Examples

## 7.6.7. Improve Signage & Wayfinding

Signage and wayfinding is critical to the visitor experience and greatly needs to be enhanced throughout the Canyon. However, we also heard that the signage should be carefully located and thoughtfully designed to avoid spoiling the Canyon's sense of place. Signage is a critical component of providing visitors with a welcoming and memorable first impression, helping visitors locate the site and move through it and helping to keep visitors safe. Signage can also deepen the visitors experience and is important to compliance assurance.

To be effective, signage should be:

- » Intuitive
- » Visually attractive, complimentary to the site and easy to read.
- » Sited in strategic locations and decision points to enable visitors to make informed decisions.
- » Kept to a safe minimum throughout the Canyon to avoid spoiling the site.
- » Located to create natural rest points and take advantage of views or other scenic features.

The following actions should be implemented to enhance the quality, consistency and appeal of signage throughout the Canyon.

### **Actions:**

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1. Building on the 2017 Identity Development guidelines for the Canyon's Logo, approve the Canyon logo and develop a branded signage standard and typology that compliments the Canyon and the Horseshoe Canyon brand.
2. Develop and install entry way signage that provides a welcoming and memorable gateway experience and positive first impression for visitors.
3. Develop and install wayfinding signs at all trailheads and intersections to help visitors move easily throughout the site. Ensure all trail head and wayfinding signs on trails communicate trail and technical trail feature difficulty, distance, and other information to help visitors determine if the trail is appropriate for their abilities.
4. Ensure that universally accessible trails are clearly identified and communicated to visitors.
5. Ensure all signs incorporate best practices for the visually impaired.
6. Develop and install visitor education and visitor etiquette signage at all gathering areas and problem areas throughout the Canyon.
7. Develop and install signage along the highways directing visitors to the site.
8. Develop a Canyon interpretation strategy that identifies themes and strategic locations for unique interpretive signage. Develop and implement the interpretive signage.
9. Utilize innovative technologies such as Augmented Reality as tools to enhance the visitors experience virtually.
10. Develop a "Horseshoe Canyon app" to provide a virtual interpretive experience for visitors via their smart phones and tablets.





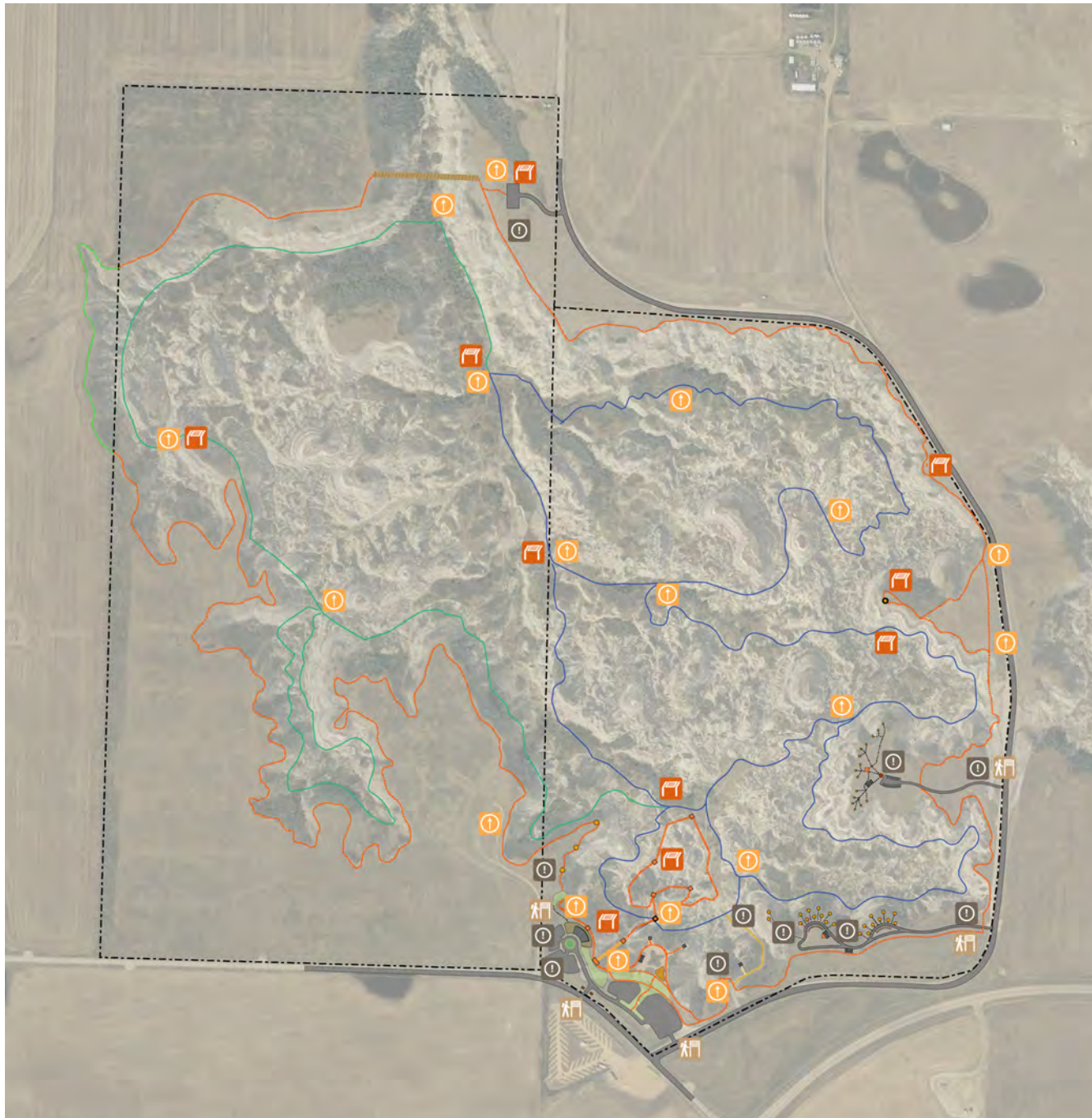
Figure 36: Signage Examples





Figure 37: Signage Examples





### LEGEND





-  Interpretive Signage
-  Wayfinding/ Directional Signage
-  Entrance/ Gateway Signage
-  Regulatory Signage

Figure 38: Signage Strategy

## Signage Typology

### TYPE 1: INTERPRETIVE SIGNAGE

- » Provides users with information on the natural and cultural history of Horseshoe Canyon
- » Various topics could be covered on the signage such as cultural and site heritage, ecosystems, climate, habitats, geology and interesting facts about the badlands

### TYPE 3: ENTRANCE & GATEWAY SIGNAGE

- » Integrated at major access points into the site
- » Two-sided signs to assist readability for visitors
- » Gateway signage will help in creating a culture for Horseshoe Canyon
- » Large letters and signage will ensure readability from vehicles

### TYPE 2: WAYFINDING AND DIRECTIONAL SIGNAGE

- » Assist in directing visitors throughout the canyon with minor and major trail markers
- » Placed strategically at intersections, parking, trail heads or staging areas
- » Contain trail user etiquette
- » Will utilize universally recognized icons

### TYPE 4: REGULATORY SIGNAGE

- » Assist in directing visitors throughout the canyon with minor and major trail markers
- » Placed strategically at intersections
- » Contain trail user etiquette
- » Will utilize universally recognized icons

	Trail Etiquette, Use at Own Risk, Safety Guidelines	User Restriction Symbols	Trail Names, Distance, Degree of Difficulty	Topo Map of Trail, Elevation Gain/Loss	You Are Here Marker	Help Code (Emergency Location)	Direction/Distance to Nearby Destinations	Sponsors or Builder Logos	Community/Trail User Notices	Interpretive Graphics and Text
Interpretive Signage						○		○		●
Wayfinding and Directional Signage		●	●	○	○	●	●	○		
Entrance and Gateway Signage	●			●	●	●	●	●	●	○
Regulatory Signage	●	●				●			●	

#### Legend

Recommended



Optional





## 7.6.8. Provide the Necessary Utilities

Servicing and utilities on the site are limited. If the vision identified in this plan is to be achieved and the tourism potential of the site realized, we know that investments in servicing and utilities will be needed. At the same time, we know that the market expects that modern tourism experiences employ technologies to minimize carbon emission and maximize energy and water efficiency. To provide the necessary servicing and utilities, the following actions should be applied.

### Actions

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1. Provide potable water service to the pavilion, comfort camping and tent camping areas.
2. Provide waste water and sewage management infrastructure at the pavilion, comfort camping and tent camping areas.
3. Provide natural gas for the heating fuel to the pavilion.
4. Provide power to pavilion, comfort camping and tent camping areas as well as gateway entry landmark signs, parking area and promenade.
5. Establish and provide a public Wi-Fi system in the pavilion, comfort camping and tent camping areas.



## Site Utilities - Proposed



### LEGEND

- Existing Overhead & Underground Power
- - - Proposed Power
- - - Proposed Water Line
- Existing Water Line
- Septic Tank/Grey Water Storage

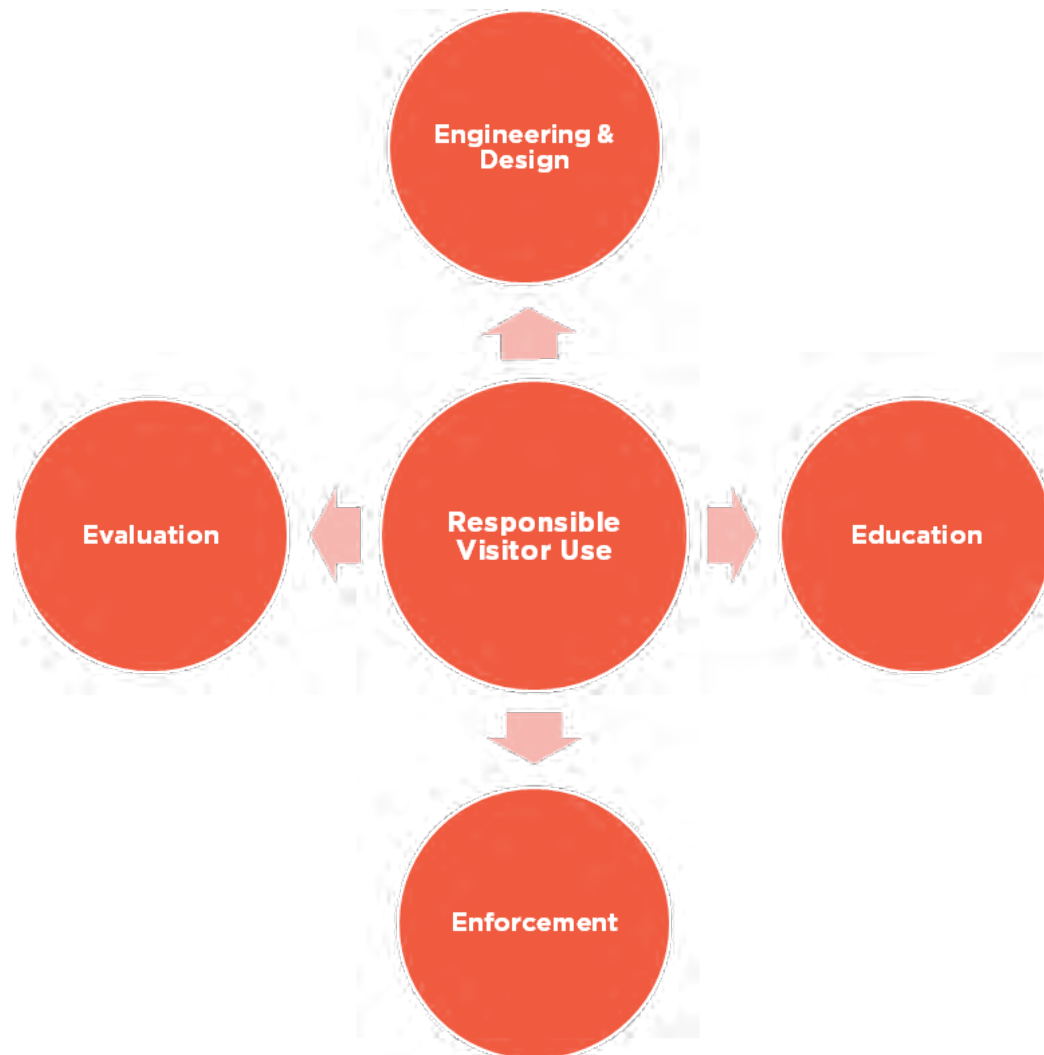
### DESCRIPTION

- » Septic tanks will be placed at the Pavilion, tent and comfort camping areas
- » Tanks are placed in strategic locations to allow for easy access
- » Placed in area of low disturbance
- » Stores all grey water and waste from high activity areas
- » Can be easily hidden in landscape with grasses and screening
- » Emptied during low visitation periods

Figure 39: Proposed Utilities

### 7.6.9. Actively Manage Visitors & Visitor Use

Horseshoe Canyon already attracts hundreds of thousands of visitors every year and visitation continue to grow steadily. With such visitation, undesirable ecological and historic resource impacts, user conflicts, vandalism and social impacts have and may continue to grow without purposeful management. We know that our residents understand and would like to see the tourism potential of the site realized. However, we also know that residents expect that impacts to the Canyon's ecological and historic resources will be minimized. And, we know that the long-term viability of the Canyon's tourism industry depends on us ensuring visitor impacts to the site and from adjacent land use are minimized, user conflicts are avoided, and the Canyon remains a clean and inviting experience. As such, we are committed to providing quality visitor experiences while avoiding or minimizing undesirable impacts to the Canyon. To do so, we will work to develop and apply a comprehensive visitor management program.



### Figure 40: Visitor Management Framework



As illustrated in Figure 40, the comprehensive visitor management program will include:

- » Proactive visitor education,
- » Updating Kneehill County bylaw to enable management of the site,
- » Timely and targeted enforcement and site supervision,
- » Well placed educational and responsible use signage,
- » Well thought out visitor experience and impact monitoring, and
- » Effective risk management.

The actions for each of these components are described below.

## Visitor Education

Visitor education is an essential visitor management tool. We know that some visitors to the Canyon are simply unaware of appropriate actions and rules, others lack the skills and knowledge of how to mitigate their impacts while some know but choose to ignore the responsible behaviours and the rules. Impacts to the Canyon and user conflicts are a growing concern and will continue to increase. Growing impacts have the potential to undermine the visitor experience and appeal of the Canyon.

Kneehill County believes that visitation to the Canyon by any user is a privilege, not a right, and that if the use of that Canyon adversely impacts its ecological or historic values or other users, management intervention will

occur. Educating users on visitor etiquette and the rules for the use of the Canyon will be a key focus of management staff going forward. The following actions should be undertaken to educate visitors and minimize ecological, historic, visitor conflict, and user experience impacts.

### Actions

1. Kneehill County will adopt and promote the Leave No Trace outdoor recreation skills and ethics program (Leavenotrace.ca) as the primary visitor education program for the Canyon. Leave No Trace principles and messaging will be integrated into marketing materials, promotional materials, website, online applications, kiosks, signage, the Pavilion and other opportunities throughout the Canyon.
2. Canyon staff as well as private sector operators working within the Canyon will be formally trained as Leave No Trace trainers so that Leave No Trace principles can be effectively integrated into operations.
3. A Visitor Code of Conduct and trail use yield hierarchy will be developed to help visitors understand and avoid impacts and user conflicts.
4. Undertake targeted education campaigns during prime seasons and special events to educate Visitors on their potential for impacts to the Canyon and other users' experiences, trail safety, yield hierarchy, user conflicts, human-wildlife conflict avoidance and rules.
5. Develop tools (e.g. website, live webcams,

trailhead signage, brochures, in-person) to reasonably enable visitors to be aware of current conditions, trail difficulty, skills and equipment needed to visit the Canyon and the risks they may encounter.

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***"Plan for the guests' best behavior but acknowledge and prepare for their worst behavior"***

**- Interviewee**

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## Enforcement

For those visitors who deliberately ignore the rules, enforcement is a necessary management tool. However, before enforcement is possible, Kneehill County's bylaws need to ensure they enable enforcement officers to address the most concerning visitor behaviours. The following actions should be applied to enable and assure compliance with the rules for the site.

### Actions

1. Kneehill County will update the Parks and Open Spaces and Master Rates bylaws to ensure Canyon and visitor use of the Canyon can be comprehensively and actively managed. The bylaws should be updated to address seasonal costs of permits / events / guide operations and business licensing / overnight accommodations and other services; alcohol consumption, quiet hours, length of stay at campgrounds, trail use designations, following the instructions and orders on signs and other topics necessary to ensure the effective management of the Canyon.
2. The entire Canyon should be managed as an "on-leash" dog area and off-leash dog use should be prohibited in accordance with the Parks and Open Spaces bylaw.
3. As resourcing allows and need arises, enhance the presence of enforcement personnel within the Canyon as a proactive

compliance assurance measure.

4. Undertake targeted enforcement campaigns during peak seasons and in high problem areas to address recurring compliance issues.
5. Work with the Nature Conservancy of Canada to review the current Agricultural Zoning of the NCC portion of the Canyon and, if necessary for implementation of the vision for the Canyon, pursue a zoning change.
6. Review and pursue regulatory options to minimize the potential for conflict and disruption of the visitor experience from low level helicopter or other aircraft flights over the Canyon.

## Visitor Experience & Impact Monitoring

Good visitor and site management decisions need to be based on good data and information. It is critical that we understand who visitors are, where they come from, why they come, what they do when they are at the Canyon, how long they stay, how satisfied they are and, among other intel, where they go after they leave the Canyon. We also need to understand how many visitors come to the Canyon as well as when and how they move throughout the Canyon. In addition to understanding visitor patterns and given that the Canyon's tourism potential is reliant on the quality, condition and appeal of the Canyon, it is also essential that

we understand how conditions are changing within the Canyon and with our infrastructure. The following actions should be implemented to ensure we have good data on which to base planning and management decisions.

### UNDERSTANDING VISITOR CONFLICT

*Visitor conflicts occur in one of three ways:*

- » **User Compatibility:** Where one group perceives the other group to be incompatible with their activity.
- » **Goal Interference:** Where one activity is perceived to be disruptive to another.
- » **Perceived Norms or Values:** Where one user group perceives that their activity is legitimate while another is inappropriate.

## Actions

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1. Maintain an accurate inventory and condition assessment of all site infrastructure and amenities. Implement a GIS based asset management system to track location, status and condition of all infrastructure on site.
2. Undertake an independent review of the current visitation monitoring and counting program to confirm the appropriate calibration ratios to ensure the traffic counters are effectively calibrated and to ensure the counters are optimally sited to help understand visitor flow through the Canyon. Continue to implement the visitor monitoring program following the review to understand:
  - » How many visitors come to the Canyon
  - » Timing of visitation (day, week, season)
  - » How visitors move throughout the Canyon
3. Continue to implement a regular visitor survey to understand the satisfaction, perceptions and priorities of visitors including:
  - » Origins
  - » Motivations
  - » Activities
  - » Spending
  - » Satisfaction

- » Opportunities to improve the Canyon experience
  - » Other destinations in the region.
4. Design and work with partners such as NCC to implement a visitor impact monitoring program to monitor impacts such as:
    - » Trail compaction and erosion;
    - » Trail widening;
    - » Wildlife displacement and mortality;
    - » Social trail proliferation;
    - » Invasive species presence and spread;
    - » Prevalence of vandalism; and
    - » Visitor conflicts.
  5. Evaluate the monitoring results against established limits of acceptable change for site condition and visitor experience conditions and implement management strategies, as necessary, to respond to undesirable conditions occurring within the Canyon.

## Visitor Safety & Risk Management

Risk management is a process used by trail managers to control risk and improve visitor safety. Though visiting the Canyon involves varying levels of inherent risk and, in some cases, risk is a highly desired visitor objective; the planning, design, maintenance

of infrastructure and visitor management can increase or decrease the risk to visitors and liability exposure for Kneehill County. The following actions should be implemented to help manage risk and liability exposure from visitation within the Canyon.

### Actions:

---

1. Develop, maintain and practice emergency response plan for the Canyon in partnership with local first responders, technical rescue, fire department and other emergency personnel.
2. Apply the following process (see Figure 41) to assess and manage risk from visitation within the Canyon:
  - » Identify potential risks;
  - » Evaluate probability and severity of the risk;
  - » Identify and examine the risk management options;
  - » Determine the favoured risk management option;
  - » Implement the chosen risk management option; and
  - » Monitor results.



3. Risks associated with the infrastructure and operations within the Canyon will be managed in the following ways:

» **Avoidance:** Refrain from developing infrastructure or programming in areas of significant risk; temporary closing or re-routing trails or programs in situations such as poor weather.

» **Transfer:** Transfer risk to another party through the use of waivers and by obtaining proper insurance.

» **Reduction:** Employ measures so that the likelihood and/ or severity of the risk is reduced. Example measures include installing signage conveying risks and skills needed, limiting visitor numbers, regular monitoring and maintenance, and ensuring infrastructure is designed to appropriate standards or in accordance with best practices.

4. Visitor infrastructure will be planned to avoid areas that inherently pose an unreasonable risk to visitors. Kneehill County will transfer risk by ensuring visitors have the opportunity to learn about the conditions, difficulty, skills needed and the risks they may encounter on at the site. Canyon managers will also maintain appropriate insurance coverage. To reduce risk, Kneehill County may:

» Carry out and document regular inspections of the Canyon to identify hazardous conditions and maintenance requirements;

» Provide a means for visitors to report

conditions, injuries and maintenance issues;

» Investigate any reported instances of injuries within the site, undertake corrective actions and document;

» Close or re-route infrastructure where hazardous conditions cannot be mitigated;

» Provide adequate signage, wayfinding

and other information (e.g. website, print materials) to help visitors understand equipment needs, difficulty, skills required, risks and potential injuries, navigating the site and communicate site conditions to visitors; and

» Maintain up to date emergency response procedures and practice implementation as needed.

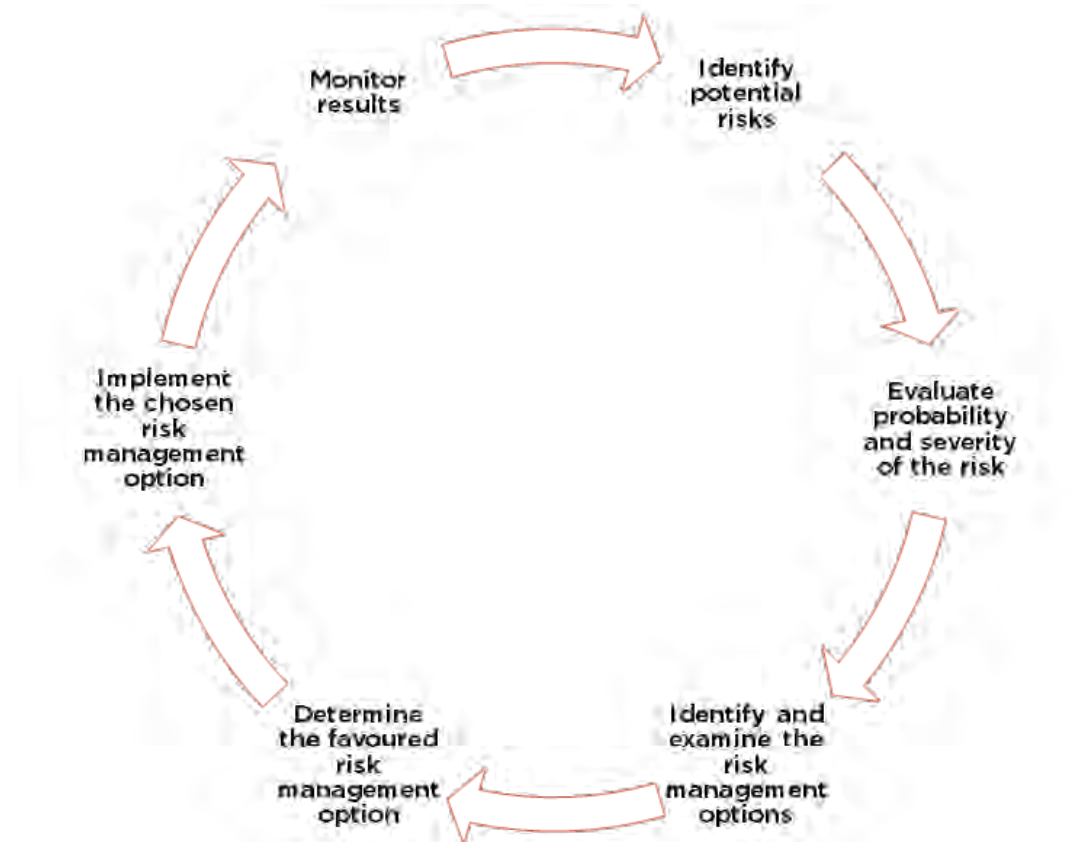


Figure 41: Risk Management Process

## 7.6.10. Maintain the Canyon's Authentic Spirit of Place

The Canyon's visual appeal and unique spirit of place is essential to the visitor experience. The unique physical characteristics of the Canyon's setting provides a memorable set of experiences. The designed elements should be considered by understanding what makes the canyon locally distinctive. The critical aspects of maintaining the Canyon's spirit of place include:

- » Understanding the geology and bring patterns, structure and colors into the built form
- » Respecting the landform and design in sympathy with it
- » Considering the soil types of the site and
- » Working with natural hydrology and mitigate runoff by using sustainable drainage solutions
- » Considering native or naturalized planting schemes with the general goal of being self sustaining

Participants in the engagement program were clear, the visual appeal and sense of place of the Canyon must be maintained. We know that the design, placement and development of visitor infrastructure can either compliment and enhance the Canyon's sense of place or detract from it. The way we design and construct our infrastructure can also result in positive environmental and financial benefits. To ensure that the sense of place is maintained and impacts and costs are minimized, the following actions should be undertaken:

### **Actions:**

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1. Develop, manage and operate all visitor infrastructure in accordance with the following architectural guidelines:

### **Architectural Guidelines**

Establish clear architectural guidelines to achieve a consistent and memorable brand embracing the commitment to a low impact and sustainability operated destination. The objective of architectural design guidelines is to provide a design framework and criteria as well as aesthetic consideration for site improvements.

### **Architectural Style**

- » Organic architecture is a style of architecture which promotes harmony between the built form and the natural world. A core philosophy is that a building should complement its environment so that appears to grow naturally out of the ground. This is achieved through design approaches that aim to be sympathetic and well-integrated with a site, so buildings, furnishings, and surroundings become part of a unified, interrelated composition. Materials, façade articulation, ordering are repeated in pattern. The buildings' relationship to the natural setting is carefully planned as well as how the building's elements are integrated to create mood and theme.
- » The badlands formation in the slopes and canyon basin is in stark contrast with the flat prairie farmland landscape that a visitor experiences upon arrival. The canyon topography has been carved out by extensive erosion and has left a very prominent grade break or top of bank. This line or contour is important because it is an organic cue for spatially organizing and shaping built forms adjacent to it.

Proposed development zones within the day use area that have been situated along the top of the bank not only capture the primary view points but are also informed by the contour relief.

### Materials

- » Utilize natural and local building materials will be utilized – glass, wood, sandstone, concrete and steel. Architectural design will be influenced by the Canyon's stratigraphy and topography. The exterior and interior color palette will reflect the earthen blends characteristic of the Canyon. The architectural style of the Pavilion will be a blend of modern and historic and draw from natural surrounding landscape forms, textures and colours.

### Colours

- » Badlands often have a dynamic display of colour that ranges from grey/charcoal to dark black/blue coal striations to bright red clays. Colour palette should reflect the environment of the canyon and prairie fescue grass natural setting and include yellows, oranges, and browns.

### Efficiency

- » Establish energy efficient goals and objectives for the building. Utilize technologies such as efficient heating, air conditioning, and lighting in order to use less energy and help reduce greenhouse gas emissions. Examples of this are LEED project types which provide a framework to create healthy, highly efficient and cost-

saving green buildings.

### Universal Accessibility

- » Universal Accessibility or Barrier Free Design is the design of buildings and environments to make them accessible to all people, regardless of age, disability or other factors. Consult principles and goals of universal design for guidance.



Figure 42: Architecture Examples



2. Develop, manage and maintain the landscape and visitor infrastructure in accordance with the following landscape guidelines:

### Landscape Design Considerations

Integrate site improvements with pavilion design to achieve a cohesive, consistent brand that embraces the commitment to a low impact and sustainability operated destination. The objective of landscape vision is to provide a design framework and criteria as well as aesthetic considerations for site improvements.

Part of landscape design is a planting strategy that considers the selection of new plant material around buildings, parking areas and other day use features.

Visually attractive and functional landscapes are designed to create the appearance of an undisturbed natural setting using native or naturalized plantings. This strategy may be utilized in restored or protected areas within the development zones or created to resemble the existing landscape. Overland storm water drainage strategies can be layered into the planting designs to include absorbent planting beds, vegetated rain collection swales, bio swales, or stormwater channels. The plant materials within these areas should have lower water requirements and not need to have a high maintenance program. A dry streambed with native planting, for example, can help

channel water during rainstorms while tying the plantings into the natural setting.

Utilize Organic Architecture which promotes harmony between built forms and the natural world through design approaches that are sympathetic and well-integrated with the landscape. Gateway features, pavilion, site fixtures and furnishings become part of the setting in a unified composition.

### Leverage Natural Assets

- » Takes cues from the natural landscape, and design site elements to highlight the landscape

### Low Impact Development and Storm Water Management

- » Utilize Low Impact Development (LID) strategies that support sustainable development and the reduction of environmental impacts and infrastructure costs. The benefits of LID strategies within the site are achievable through smaller, efficient landscape features such as: permeable pavement, bioswales, absorbent landscaping (rain gardens) and bioretention areas. The intent of these storm water management options is to mimic the site's predevelopment or natural hydrology by effectively treating storm water through design techniques that provide for infiltration, settling, fine filtration, storage and extended detention. These features are especially important given the thunder storms and flash floods

that can occur in the badlands.

### Native & Low Water Plantings

- » Drought tolerant species that are native or naturalized are adapted to local, and site specific environmental conditions and require less water and establishment effort.
- » One of the most effective means to counteract low water stress is to create deep planting beds that capture and hold rain water to encourage deep rooting.

### Permeable Surfacing

- » Consider permeable or semi permeable parking and road surfacing to allow storm water to percolate rather than run off.

### Water Conservation & Retention

- » It is recommended to use only plant species that are well adapted to site conditions with the goal of creating a self-sustaining combination of plant species, location, soil and water cycle.

### CPTED - Crime Prevention Through Environmental Design

- » Effective design of the environment can help reduce both the opportunity for crime and perception of crime. A thoughtful approach to planning and a response to CPTED principles can influence the creation of a safer public space.

- » CPTED can be applied to identify and mitigate potential problems in the visitor areas and also to correct existing design problems that may invite crime. These solutions work best when incorporated into the existing local government crime prevention plans and supported by the community.

Key strategies of a CPTED plan are:

1. Natural Surveillance
2. Territorial Reinforcement
3. Natural Access Control
4. Maintenance

### Soils

- » Determine soil class (clay, silt, loam or sand) and what the natural soil water-holding capacity is. Consider long-term root health and the provision of extensive root zones for larger plants. Promoting deep rooting in planting areas will be key to the success of plant establishment and long term health.

### Mulching and Subsurface Features

- » Use mulch mixtures in tree, shrub and perennial beds to conserve soil moisture, and manage weed growth and erosion. Consider modified soils and other subsurface features to enhance moisture penetration, retention and rooting depth.

### Cold and Wind

The dominant wind direction is from the northwest. Incorporate design features that block prevailing wind while maximizing sun exposure. Creating a comfortable microclimate can increase the visitor experience and comfort in cold and/or windy weather.



Figure 43: Landscaping to maximize sun and minimize wind

## 7.6.11. Appropriately Resource the Development & Management of the Canyon

Sufficient, well trained, knowledgeable and friendly staff can make or break a visitor's experience. Exceptional staff and appropriate staffing levels are essential to maintaining the brand promise to visitors and ensuring the lifecycle of the visitor infrastructure is maximized. At the same time, we know that it is essential that appropriate and reliable annual capital and operational budgets are available to ensure the master plan can be implemented and the site can be operated and maintained. To ensure the development and management of the Canyon is appropriately resourced, the following actions should be implemented.

### Actions

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1. Enhance the number of County staff that are dedicated to the management and operations of the Canyon. Allocate one full time permanent management employee and up to five full time operational employees for peak season operations and 1 full time operational employee for winter operations. Supplement winter operations staff with other County staff to address additional winter staffing needs on an as needed basis.
2. Ensure third-party provider, if utilized, maintains appropriate staffing levels (see Financials section in Appendix E) to effectively operate their services and provide exceptional visitor experiences.
3. Expand Kneehill County's current operational budget allocation to the Canyon to ensure the site is appropriately resourced.
4. Ensure all employees at the Canyon receive and maintain the appropriate technical training as well as front-line World Host, or similar, customer service training.

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### ***A Visitor's Point of View:***

***A hidden jewel is Horseshoe canyon. The view is breathtaking! Up for a challenge? Go for a hike and explore the canyon on foot. In the future, we want to spend an extra day there just to go hiking in the area.***

***- Trip Advisor***

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## 7.6.12. Undertake Regular & Preventative Maintenance

The Canyon's visitor infrastructure and grounds will require regular and preventative maintenance. Properly maintained infrastructure will provide visitors with a better experience, optimize the life span of the infrastructure and minimize liability exposure to Kneehill County. In addition, sound asset management and capital renewal planning will help to ensure that assets can be replaced efficiently at the end of their life span. To ensure regular and preventative maintenance of infrastructure occurs, the following actions should be implemented.

### Actions

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1. Create and implement a visitor infrastructure inspection and maintenance schedule and standard operating practices.
2. Create standard operating practices of how to complete the maintenance.
3. Maintain an understanding of when all infrastructure is approaching its capital renewal period.
4. Develop and contribute annually to a capital renewal fund for the replacement of assets on site.



## 7.6.13. Integrate & Collaborate with the Nature Conservancy of Canada & other Adjacent Landowners

Collaboration and integration with the Nature Conservancy of Canada and other adjacent landowners is and will continue to be critical to the successful management of the Canyon. Issues, challenges and opportunities will arise and their needs to be a regular means and process for identifying and resolving concerns while also continually exploring opportunities for collaboration. As a good neighbour and recognizing that the visitor experience within the Canyon depends on both Kneehill County and Nature Conservancy of Canada owned parcels, Kneehill County will work proactively to integrate and collaborate with its adjacent landowners. To do so, the following actions should be implemented.

### Actions

1. Develop and implement a Memorandum of Understanding between Kneehill County and the Nature Conservancy of the Canada to outline the agreed upon roles and responsibilities for development and operations of the Canyon.
2. Establish an inter-agency committee and a regular meeting cycle to review the implementation of the Master Plan and to discuss and resolve any operational issues that arise.
3. Host annual meetings with adjacent land owners to provide updates on implementation of the Master Plan and to discuss and resolve any operational issues that are arising with the adjacent lands.
4. Seek partnerships with other tourism-based stakeholder groups that are able to enhance the visitor experience at Horseshoe Canyon while not harming the natural qualities of the site.



## 7.6.14. Ensure Reasonable Return on County Investments & Viable Private Sector Opportunities

The Canyon was purchased with the goal of stimulating direct, indirect and induced economic benefits through appropriate tourism development and visitation. Through the responsible development and management of the Canyon, we do expect to make reasonable direct returns on our investments and we aim to provide meaningful private sector investment opportunities. We also expect our investments in the Canyon to result in indirect and induced economic benefits to other businesses in Kneehill County and the region as more visitors stay longer and spend more in the region.

At the same time, we do realize that not all our investments in the Canyon will yield the same returns. Some investments, such as trails, parking areas or the funicular are essential supporting infrastructure that strengthen the rationale for visitors to come to the Canyon more often, encourage them to stay a little longer and ideally spend a little more than they currently do. However, there is little way to monetize and receive a return on the investment in that infrastructure. We know that by investing in these supporting types of visitor infrastructure, the business case for our more capital-intensive revenue

generating operations will be strengthened. Without these investments, target markets will have less motivation to choose the Canyon over our competitors. For this reason, we view investments in the supporting visitor infrastructure no different than we view other investments in our County parks and open space system. They enable and provide a public good and benefit for our residents and our expectations for financial returns on those investments are minimal.

### Business Model

There are a variety of business models that can be used to develop and operate the Canyon. Kneehill County will move forward with a “build, own and contract operations” model for the revenue generating guest services. Kneehill County will directly fund as well as seek senior government grants to support the capital development of the visitor infrastructure and Kneehill County will remain the owner of all infrastructure. However, in support of Kneehill County’s private sector and recognizing the opportunity for the private sector to deliver services more efficiently, Kneehill County will enable qualified private sector operators to operate the Canyon’s revenue generating infrastructure while generating fair revenue

returns to Kneehill County for the capital and land investments. While the majority of the guest experiences are likely to be offered by private sector operators, the option of Kneehill County to provide some activities/ events will also be possible. In addition, though the majority of the infrastructure will be built by Kneehill County, there may be instances when a private sector operator may be permitted to build an activity-specific piece of infrastructure in an appropriate location. In these instances, the operator would be required to sign a build and operate contract that will ensure the development and operation will be undertaken in accordance with Kneehill County’s standards. Should those standards not be met at any time Kneehill County would take over ownership and management of the attraction.

The financial documents, including a profit and loss statement and capital costs table provide a means of judging the potential return on investment based upon a very limited example where the business model sees Kneehill County owning and operating the basic facilities and offering only a couple programs in the peak and shoulder seasons. This depicts a business that will make a positive net income albeit the



overall return on the capital investment will be a longer-term reality. It is important to note that the most conservative assumptions were utilized in creating these pro formas. They provide for the absolute minimum revenues that Kneehill County might realize and do not include any of the potential fees from private sector programming, nor any of the events that Kneehill County may provide as well.

By building the infrastructure, we as Kneehill County ultimately retain complete control of all aspects of the Canyon including:

- » The look and feel of the infrastructure;
- » How, and to what standard, this infrastructure is maintained;
- » The effort devoted to maintaining and protecting the environmental integrity of the canyon;
- » Which operators (if any) are allowed to offer services to the public within the canyon, and the standards to which they must adhere;
- » How commercial the overall operation at the canyon becomes, and
- » What and how, revenues and a return on investment are realized from this investment.

We feel that maintaining control of these aspects of the Canyon are critical to meeting our residents' expectations, our regulatory obligations in the restrictive covenant as well as the quality of the experience for visitors.

### Investment and Revenue Generation Opportunities

With the Canyon's infrastructure being owned by Kneehill County, there are a number of options to generate direct revenue for Kneehill County. They include but are not limited to the following:

- » Revenue share or lease space agreements with private vendors who look after all aspects of a particular sector offering (i.e. food & beverage services, retail, activity programming) in the Pavilion;
- » Revenue from programs and services offered by Kneehill County itself (i.e. activities such as guided mountain biking, hiking, and specific interpretive programs offered daily and special events);
- » Revenue share or lease/permit agreements with mobile food service operators;
- » Revenue sharing from a management company responsible for the operations of the comfort camping and tenting product;
- » Private tour operators providing guided experiences in the Canyon who pay a percent of revenue or pay for an operating permit;
- » Receiving a percent of revenues of branded gift items such as shirts, water bottles, honey, etc.;
- » Commissions on sales of local artisan

goods;

- » One-off or annual events where either Kneehill County manages the event or the County realizes revenue sharing or payment for a permit to operate from a third party provider;
- » Revenues from other businesses who deliver guests to the Canyon for a particular experience including bus companies, Alberta and Canadian receptive operators, and domestic and international travel trade wholesalers;
- » Revenue from providing guest experiences at the Canyon that are packaged with other businesses such as the Royal Tyrrell Museum;
- » Revenues from annual programming for special interest and educational groups such as the Boy Scouts, Elder Hostel, elementary and high schools, Universities and Colleges, botany clubs, bird watching clubs, etc.
- » Permits and commissions for special uses of the Canyon such as filming.

Though there are many potential revenue streams, there are two revenue streams that Kneehill County will not pursue; 1) the Funicular and 2) parking. The funicular is the lift that will transport guests down to the canyon floor from the rim next to the Pavilion. Despite the relatively significant, passive yield from these potential fees, these are expenses that will not be expected by guests. Charging these fees will lessen the guest experience. It

will likely be seen as a “money grab” by the municipality and guests who have visited the canyon previously when these costs did not exist, will be particularly sensitive to these poor optics. The funicular will also likely be seen as a municipal responsibility as it is providing access to a public program for guests who have physical challenges that would not be able to participate otherwise. There should be many other opportunities to create revenue streams that will be perceived by the guest as value for money. Parking and the lift should simply be services that help facilitate the guest experience.

To implement an appropriate business and operation model(s) for the site that generate reasonable returns on our investments and provide private sector investment opportunities, the following actions should be implemented.

## Actions

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1. Kneehill County will provide the capital investment, lead the development and remain the owner of all capital assets within the Canyon unless an agreement is reached with a private sector operator for the development and operations of an activity-specific visitor infrastructure.
2. Aggressively pursue capital grants and cost sharing with senior governments for the development of the visitor infrastructure such as the Visitor Pavilion, suspension bridge and specialty infrastructure such as

the universally accessible Canyon Top and Canyon Bottom trails.

3. Kneehill County will build, operate and manage the Funicular, trails, suspension bridge, day use and parking areas and general cleanliness of the Canyon.
4. As it is impractical at this stage of the planning process to determine which guest services are more appropriately provided by Kneehill County versus a third party (e.g. the food and beverage service), Kneehill County will undertake an analysis of the business case for each guest service once the design and operating costs are better understood and the supply of local third party operators can be better evaluated. The analysis will evaluate each specific guest experience and service to determine which service will provide more profit with less risk if Kneehill County were to deliver the service versus outsourcing the operations and management to a third party. Due diligence determining the costs and benefits of each enterprise will be required.
5. Once the preferred operational model is known for each guest service, Kneehill County will implement a competitive and performance-based procurement process to select a private sector operator(s) to operate and manage those guest services. To protect the Canyon’s brand, a “first past the post” selection process will not be used. Proven past performance and the potential

to enhance the Canyon brand will be a critical consideration. Lease agreements will be performance based to ensure a quality guest service and lease terms will ensure the operation returns reasonable revenues to Kneehill County.

6. Kneehill County will ensure that capital and operational expenses as well as revenues for the Canyon can be conveniently tracked and analyzed independently of Kneehill County’s broader Parks and Agricultural Services expenditures.

## 7.6.15. Develop a Compelling Brand & Attract Target Markets

It is critical that we build market awareness of the Canyon and successfully compel our target markets to make the Canyon part of their travel plans. To do so, we heard clearly from stakeholders and tourism leaders that we need to develop a compelling brand for the Canyon and a strategic approach to marketing the Canyon to our target markets. In doing so, we need to ensure that our marketing approach targets visitors at every step along the visitor's Pathway to Purchase (Figure 44). Once we have developed and launched our brand, it is also essential that we vigorously manage our brand and continuously work to ensure the experiences delivered at the Canyon meet our brand promise and exceed our visitor expectations. In addition to building market interest in the Canyon it is equally important that we build internal and local support for implementing this plan. To enhance the market appeal of the Canyon and to build local support for the Canyon, the following actions should be implemented.

### Actions

1. Build internal County, community and local stakeholder support for implementing this Master Plan through presentations of the plan and one on one meetings and exploration of opportunities to collaborate.
2. Develop a unique brand and associated identifiers for the Canyon.
3. Work with Travel Alberta and other stakeholders to develop a comprehensive marketing plan for the Canyon. Use the Pathway to Purchase to ensure that target markets are reached in every

stage along their pathway to buying a Canyon experience. Ensure the inclusion of innovative web based and social media marketing strategies and seek opportunities for co-opetition, packaging and cross-selling.

4. Develop a comprehensive Canyon website focused on inspiring visitation, selling the visitor experience, reservations and trip planning.
5. Regularly monitor visitor attitudes and sentiments towards the experiences available at the Canyon.

Horseshoe Canyon  
Consumer Path-to-Purchase Model



Figure 44: Pathway to Purchase



A large, white, stylized number 8 is positioned on the left side of the slide. The number is semi-transparent, allowing a landscape scene to be seen through its center. The landscape features a blue sky, a range of mountains, and a line of evergreen trees. The entire slide has an orange color overlay.

# 8

# Future Concept Plan





## Site Plan Overview

1. Canyon top trail development
2. Canyon trails
3. Visitor Pavilion
4. Accessible Trail
5. Day use and parking enhancements
6. Comfort camping development
7. Tent camping development
8. Suspension bridge

Figure 45: Horseshoe Canyon Site Plan



# 9

# Implementation Plan



## 9.1. Development Phasing

The following development phasing and associated costing provide the timelines and Class D cost estimates of the strategies and actions, as outlined in section 7.6. Refer to section 7.6. for further details around the recommended items for Horseshoe Canyon.

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

### 7.6.1. Provide a Diversity of Overnight Experiences

7.6.1.1. Undertake the detailed design study for the comfort camping and tenting nodes to prepare the final siting, architectural, engineering and landscape designs of the yurts, shower building, parking and access road, outdoor lighting, utilities (potable water, waster water and sewer, power, internet) and the outdoor common areas. Once the detailed designs are finalized, prepare the construction tender documents and initiate a competitive tendering process.	● ●			7.6.1.2., 7.6.3.8.c., 7.6.3.8.d, 7.6.6.1., 7.6.7.2., 7.6.7.3., 7.6.7.4., 7.6.7.5., 7.6.7.6., 7.6.7.7., 7.6.8.1., 7.6.8.2., 7.6.8.4., 7.6.8.5.
7.6.1.2. In concert with the detailed design study, undertake necessary environmental and geotechnical assessments, review the need to update the existing historic resource impact assessment in accordance with the concept plan, and complete related on-site survey work.	●			7.6.1.1.
7.6.1.3. Adopt and integrate the Global Sustainable Tourism Council's Criteria for Hotels and Tour Operators.	●			-

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

## 7.6.2. Develop a Visitor Pavilion & Event Hosting Space

7.6.2.1. Undertake the feasibility studies and detailed design to prepare the final architectural, engineering, wastewater management, landscape architecture designs and outdoor lighting of the Pavilion. Once the detailed designs are finalized, prepare the construction tender documents and initiate a competitive tendering process.	●	●		7.6.2.2., 7.6.3.1., 7.6.3.2., 7.6.3.3., 7.6.3.4., 7.6.3.6., 7.6.3.8.a., 7.6.3.8.b., 7.6.3.9., 7.6.4.1., 7.6.6.1., 7.6.8.1., 7.6.7.2., 7.6.7.3., 7.6.7.4., 7.6.7.5., 7.6.7.6., 7.6.7.8., 7.6.8.2., 7.6.8.3., 7.6.8.4., 7.6.8.5.
7.6.2.2. In concert with the detailed design study, undertake necessary environmental and geotechnical assessments, review the need to update the existing historic resource impact assessment in accordance with the concept plan, and complete related on-site survey work.	●			7.6.2.1.
7.6.2.3. Move forward with cancelling the current agreement with the helicopter tour operator and the fossil shop.	●			-

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

### 7.6.3. Enhance the Day Use & Parking Areas

7.6.3.1. Redesign and re-locate the primary vehicular access into the site to make entry through an established gateway at the Pavilion.	●	●		7.6.2.1.
7.6.3.2. Design the outdoor day use space adjacent to the Pavilion to provide outdoor dining, entertainment, canyon viewing and outdoor event hosting capabilities.	●	●		7.6.6.1., 7.6.2.1., 7.6.3.8.a., 7.6.3.8.f.
7.6.3.3. Retain the day use shelter and redesign the existing day use area to provide picnicking, spontaneous play, outdoor learning, viewing and interpretive opportunities. Incorporate a small canyon themed natural playground and outdoor classroom within the re-design of the existing day use area.	●	●		7.6.6.1., 7.6.2.1.
7.6.3.4. Develop a boardwalk promenade along the canyon top pathway route from the pavilion to the east side of the picnic/playground area.	●	●		7.6.2.1., 7.6.2.1.
7.6.3.5. Develop approximately 3 day use / picnic shelters sited along the Canyon Top Pathway.		●	●	7.6.6.1. , 7.6.2.1., 7.6.5.1.
7.6.3.6. Develop a network of planting areas to beautify the day use and parking areas, manage stormwater and mitigate erosion. Design the planting areas in accordance with the landscape design guidelines.	●	●		7.6.2.1.



Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	
Costing types: <span>● Design</span> <span>● Construction</span> <span>● Operations</span>				
7.6.3.7. Undertake a competitive public art design process to commission public art installations in the day use area(s) that respect and compliment the spirit of place, history of the Canyon and comply with the architecture and landscape guidelines.			<span>●</span> <span>●</span>	-
7.6.3.8.a Enhance the parking throughout the Canyon by:  » Re-designing and expanding the existing day use parking lots to accommodate 150 vehicles stalls and 25 buses / RVs.	<span>●</span>	<span>●</span>		7.6.2.1., 7.6.3.2.
7.6.3.8.b Enhance the parking throughout the Canyon by:  » Developing two new parking lots, with a total of 83 vehicle stalls, at the Visitor Pavilion.	<span>●</span>	<span>●</span>		7.6.2.1.
7.6.3.8.c Enhance the parking throughout the Canyon by:  » Developing a parking stall for yurt sites (12 stalls for phase 1 and 10 stalls for phase 2) as well as a centralized parking lot with10 stalls within the comfort camping node.	<span>●</span>	<span>●</span>		7.6.1.1.
7.6.3.8.d Enhance the parking throughout the Canyon by:  » Developing a 25-stall centralized parking lot within the tenting node to accommodate tent-based campers.	<span>●</span>	<span>●</span>		7.6.1.1.

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

<b>7.6.3.8.e</b> Enhance the parking throughout the Canyon by:				
» In the long-term, developing a 20-stall parking lot and staging area near the Suspension Bridge to provide access to visitors who want to experience the bridge but may not be able to travel the Canyon Top trail from the day use area.			● ●	<b>7.6.5.5.</b>
<b>7.6.3.8.f</b> Enhance the parking throughout the Canyon by:				
» Maintaining the potential to develop further overflow parking capacity, or staging of buses, in the undeveloped land south of the highway access road.	●	●	●	<b>7.6.3.2.</b>
<b>7.6.3.9.</b> Undertake a detailed design study to prepare the final architectural, engineering, landscape architecture designs and outdoor lighting for the outdoor spaces adjacent to the Pavilion, re-design of the existing day use area and design of the vehicular access roads and parking lots. Once the detailed designs are finalized, prepare the construction tender documents and initiate a competitive tendering process.	●	●		<b>7.6.2.1., 7.6.3.10.</b>
<b>7.6.3.10.</b> In concert with the detailed design study, undertake necessary geotechnical and environmental assessments, and review the need to update the existing historic resource impact assessment in accordance with the concept plan.	●			<b>7.6.3.9.</b>

## 7.6.4. Enhance Visitor's Ability to Access the Canyon Bottom

<b>7.6.4.1.</b> Undertake a detailed design study of the funicular. Once the detailed designs are finalized, prepare the construction tender documents and initiate a competitive tendering process.	●	●		<b>7.6.2.1, 7.6.4.2., 7.6.6.1.</b>
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Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

7.6.4.2. In concert with the detailed design study, undertake necessary environmental and geotechnical assessments, review the need to update the existing historic resource impact assessment in accordance with the concept plan, and complete related on-site survey work.	●			7.6.4.1.
7.6.4.3. Maintain the current stairs and access road to provide visitors on the Canyon Top Pathway with an alternative access to the Canyon bottom and to ensure convenient operational and emergency access and egress.	●	●		-

## 7.6.5. Develop a Connected, Inclusive, Diverse & Appealing Mix of Trails

7.6.5.1. Develop a universally accessible Canyon Top Pathway that follows to the top of the bank around the Canyon. Viewpoints and platforms and rest areas with physical and virtual interpretive opportunities and other furnishings will be regularly sited along the trail to enhance the visitor experience. The pathway will be maintained for year-round use and will be track set for cross-country skiing, fat biking or snowshoeing in the winter.	● ●			7.6.3.5., 7.6.6.1., 7.6.7.2, 7.6.7.4, 7.6.7.5, 7.6.7.6, 7.6.7.8
7.6.5.2. Develop a universally accessible Canyon Bottom Trail that is approximately 750m in length. Connected to the Funicular, this easy interpretive trail will encourage and allow visitors of all ages and abilities to access and travel through the Canyon bottom. The trail will also serve as the primary artery for visitors to access the hiking and mountain biking trail networks in the Canyon bottom. Frequent rest areas with furnishings (e.g. waste and recycling receptacles, benches, viewing platforms).	●		●	7.6.5.6, 7.6.5.7, 7.6.6.1., 7.6.7.2, 7.6.7.4, 7.6.7.5, 7.6.7.6, 7.6.7.8



Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

<b>7.6.5.3.</b> Work with the Nature Conservancy of Canada to design and construct approximately 5-6km of hiking trails in the Canyon bottom. Connected to the Canyon Bottom Accessible trail, these trails will allow beginner and intermediate hikers to travel experience the Canyon. Interpretive signage and periodic rest areas will be incorporated into the trail network.	●	●		<b>7.6.5.6, 7.6.5.7, 7.6.6.1.</b>
<b>7.6.5.4.</b> Develop approximately 8-10 km of beginner and intermediate interpretive hiking and cycling trails within the County owned portion of the Canyon. This natural surface trail network will accommodate hiking but its design will create a fun beginner and intermediate interpretive cycling experience.	●	●		<b>7.6.5.6, 7.6.5.7, 7.6.6.1.</b>
<b>7.6.5.5.</b> To connect the Canyon Top Pathway loop, the County will work with the Nature Conservancy of Canada, over the long-term, to evaluate feasibility of constructing a 180m long suspension bridge in the northern portion of the Canyon. The bridge would be wide enough to accommodate two-way pedestrian, cycling and other permitted uses of the pathway. If feasible, in the long-term, the County would consider proceeding with a detailed design study.			● ●	<b>7.6.3.8.e., 7.6.5.7, 7.6.6.1.</b>
<b>7.6.5.6.</b> Undertake a detailed design study to prepare the final designs and layouts of each of the trail types (canyon top pathway, accessible canyon bottom trail, hiking trails and interpretive cycling) and designs of all associated trail amenities and technical trail features.	●			<b>7.6.5.1, 7.6.5.2, 7.6.5.3, 7.6.5.4, 7.6.5.5, 7.6.5.7.</b>
<b>7.6.5.7.</b> In concert with the detailed design study, undertake necessary environmental assessment and review the need to update the existing historic resource impact assessment in accordance with the concept plan.	●			<b>7.6.5.6</b>

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

**7.6.5.8.** Work with the NCC, environmental organizations and other stewards to reclaim and restore informal trails that will not become part of the designated trail system in order to limit off-trail use, mitigate erosion and prevent further damage to vegetation and other ecological resources.

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## 7.6.6. Provide and Appropriately Distribute Site Furnishings, Fixtures and Amenities

**7.6.6.1.** Install and adequately distribute a cohesive collection of fixtures, furnishings and amenities throughout the Canyon, including: Completing the picnic shelter in the day use area; waste and recycling receptacles throughout the pavilion, day use, comfort camping and tenting areas; benches and seating throughout the day use areas, viewpoints and along the universally accessible trails; shade structures in the outdoor space surrounding the Pavilion, the day use, comfort camping and tenting areas; group campfire pits and benches in the comfort camping and tent camping nodes; charcoal Barbeques in the day use, comfort camping and tenting areas; toilets in the comfort camping and tenting areas; and emergency Storm Shelter in the remote portions of the Canyon bottom.

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● ●

● ●

7.6.1.1., 7.6.2.1.,  
7.6.3.3., 7.6.4.1.,  
7.6.5.1., 7.6.5.2.,  
7.6.5.3., 7.6.5.4.,  
7.6.5.5.

**7.6.6.2.** Site furnishings style, form, color and texture will be reflective of a badlands theme. Materials such as Corten steel, IPE wood or Ultra-High Performance Concrete (UHPC) will be used to ensure weather durability and vandal resistance qualities. Building on the 2017 Identify Development guidelines for the Canyon's Logo, site furnishings, fixtures and amenities will incorporate Cinnabar (#E85425) color as accents in fixtures and furnishings.

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Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

**7.6.6.3.** To enhance the visitor experience and improve visitor safety and security, install dark sky sensitive and energy efficient lighting at: gateway landmark features; pavilion parking lots and building; day use parking lots; low level pedestrian lighting along promenade boardwalk and other key pathways; comfort camping node parking lots and washroom; tent camping parking lot and washroom.

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## 7.6.7. Improve Signage & Wayfinding

**7.6.7.1.** Building on the 2017 Identity Development guidelines for the Canyon's Logo, approve the Canyon logo and develop a branded signage standard and typology that compliments the Canyon and the Horseshoe Canyon brand.

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**7.6.7.2.** Develop and install entry way signage that provides a welcoming and memorable gateway experience and positive first impression for visitors.

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7.6.1.1., 7.6.2.1.,  
7.6.3.2., 7.6.5.1,  
7.6.5.2, 7.6.5.3,  
7.6.5.4, 7.6.5.5,  
7.6.5.7.

**7.6.7.3.** Develop and install wayfinding signs at all trailheads and intersections to help visitors move easily throughout the site. Ensure all trail head and wayfinding signs on trails communicate trail and technical trail feature difficulty, distance, and other information to help visitors determine if the trail is appropriate for their abilities.

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● ●

● ●

7.6.1.1., 7.6.2.1.,  
7.6.3.2., 7.6.5.1,  
7.6.5.2, 7.6.5.3,  
7.6.5.4, 7.6.5.5,  
7.6.5.7.



Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

7.6.7.4. Ensure that universally accessible trails are clearly identified and communicated to visitors.	●	●	●	7.6.1.1., 7.6.2.1., 7.6.3.2., 7.6.5.1, 7.6.5.2, 7.6.5.3, 7.6.5.4, 7.6.5.5, 7.6.5.7.
7.6.7.5. Ensure all signs incorporate best practices for the visually impaired.	●	●	●	7.6.1.1., 7.6.2.1., 7.6.3.2., 7.6.5.1, 7.6.5.2, 7.6.5.3, 7.6.5.4, 7.6.5.5, 7.6.5.7.
7.6.7.6. Develop and install visitor education and visitor etiquette signage at all gathering areas and problem areas throughout the Canyon.	●	●	●	7.6.1.1., 7.6.2.1., 7.6.3.2., 7.6.5.1, 7.6.5.2, 7.6.5.3, 7.6.5.4, 7.6.5.5, 7.6.5.7.
7.6.7.7. Develop and install signage along the highways directing visitors to the site.	● ●			7.6.1.1., 7.6.3.2.
7.6.7.8. Develop a Canyon interpretation strategy that identifies themes and strategic locations for unique interpretive signage. Develop and implement the interpretive signage.		●		7.6.2.1., 7.6.3.2., 7.6.5.1.

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

7.6.7.9. Utilize innovative technologies such as Augmented Reality as tools to enhance the visitors experience virtually.		●	●	-
7.6.7.10. Develop a “Horseshoe Canyon app” to provide a virtual interpretive experience for visitors via their smart phones and tablets.		●		-

## 7.6.8. Provide the Necessary Utilities

7.6.8.1. Provide potable water service to the pavilion, comfort camping and tent camping areas.	●	●		7.6.1.1., 7.6.2.1.
7.6.8.2. Provide waste water and sewage management infrastructure at the pavilion, comfort camping and tent camping areas.	●	●		7.6.1.1., 7.6.2.1.
7.6.8.3. Provide natural gas for the heating fuel to the pavilion.	●	●		7.6.1.1., 7.6.2.1.
7.6.8.4. Provide power to pavilion, comfort camping and tent camping areas as well as gateway entry landmark signs, parking area and promenade.	●	●		7.6.1.1., 7.6.2.1.
7.6.8.5. Establish and provide a public Wi-Fi system in the pavilion, comfort camping and tent camping areas.	●	●		7.6.1.1., 7.6.2.1.

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

## 7.6.9. Actively Manage Visitors & Visitor Use

### Visitor Education

7.6.9.a.1. The County will adopt and promote the Leave No Trace outdoor recreation skills and ethics program (Leavenotrace.ca) as the primary visitor education program for the Canyon. Leave No Trace principles and messaging will be integrated into marketing materials, promotional materials, website, online applications, kiosks, signage, the Pavilion and other opportunities throughout the Canyon.	●			-
7.6.9.a.2. Canyon staff as well as private sector operators working within the Canyon will be formally trained as Leave No Trace trainers so that Leave No Trace principles can be effectively integrated into operations.	●	●	●	-
7.6.9.a.3. A Visitor Code of Conduct and trail use yield hierarchy will be developed to help visitors understand and avoid impacts and user conflicts.	●			-
7.6.9.a.4. Undertake targeted education campaigns during prime seasons and special events to educate Visitors on their potential for impacts to the Canyon and other users' experiences, trail safety, yield hierarchy, user conflicts, human-wildlife conflict avoidance and rules.	●	●	●	-
7.6.9.a.5. Develop tools (e.g. website, live webcams, trailhead signage, brochures, in-person) to reasonably enable visitors to be aware of current conditions, trail difficulty, skills and equipment needed to visit the Canyon and the risks they may encounter.		●		-



Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

### Enforcement

<b>7.6.9.b.1.</b> The County will update the Parks and Open Spaces and Master Rates bylaws to ensure Canyon and visitor use of the Canyon to be comprehensively and actively managed. The bylaws should be updated to address seasonal costs of permits / events / guide operations and business licensing / overnight accommodations and other services; alcohol consumption, quiet hours, length of stay at campgrounds, trail use designations, following the instructions and orders on signs and other topics necessary to ensure the effective management of the Canyon.	●	●		-
<b>7.6.9.b.2.</b> The entire Canyon should be managed as an “on-leash” dog area and off-leash dog use should be prohibited in accordance with the Parks and Open Spaces bylaw.	●	●	●	-
<b>7.6.9.b.3.</b> As resourcing allows and need arises, enhance the presence of enforcement personnel within the Canyon as a proactive compliance assurance measure.	●	●	●	-
<b>7.6.9.b.4.</b> Undertake targeted enforcement campaigns during peak seasons and in high problem areas to address recurring compliance issues.	●	●	●	-
<b>7.6.9.b.5.</b> Work with the Nature Conservancy of Canada to review the current Agricultural Zoning of the NCC portion of the Canyon and, if necessary for implementation of the vision for the Canyon, pursue a zoning change.	●			-
<b>7.6.9.b.6.</b> Review and pursue regulatory options to minimize the potential for conflict and disruption of the visitor experience from low level helicopter or other aircraft flights over the Canyon.	●			-

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

### Visitor Experience & Impact Monitoring

7.6.9.c.1. Maintain an accurate inventory and condition assessment of all site infrastructure and amenities. Implement a GIS based asset management system to track location, status and condition of all infrastructure on site.	●	●	●	-
7.6.9.c.2. Undertake an independent review of the current visitation monitoring and counting program to confirm the appropriate calibration ratios to ensure the traffic counters are effectively calibrated and to ensure the counters are optimally sited to help understand visitor flow through the Canyon. Continue to implement the visitor monitoring program following the review to understand: how many visitors come to the Canyon; timing of visitation (day, week, season); and how visitors move throughout the Canyon.	●			-
7.6.9.c.3. Continue to implement a regular visitor survey to understand the satisfaction, perceptions and priorities of visitors including: origins; motivations; activities; spending; satisfaction; opportunities to improve; and other destinations in the region.	●	●	●	-
7.6.9.c.4. Design and work with partners to implement a visitor impact monitoring program to monitor impacts such as: trail compaction and erosion; trail widening; wildlife displacement and mortality; social trail proliferation; invasive species presence and spread; prevalence of vandalism; and visitor conflicts.		●	●	-
7.6.9.c.5. Evaluate the monitoring results against established limits of acceptable change for site condition and visitor experience conditions and implement management strategies, as necessary, to respond to undesirable conditions occurring within the Canyon.		●		-

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

### Visitor Safety & Risk Management

7.6.9.d.1. Develop, maintain and practice emergency response plan for the Canyon in partnership with local first responders, technical rescue, fire department and other emergency personnel.	●			-
7.6.9.d.2. Apply the following process to assess and manage risk from visitation within the Canyon: identify potential risks; evaluate probability and severity of the risk; identify and examine the risk management options; determine the favoured risk management option; implement the chosen risk management option; and monitor results.	●	●	●	-
7.6.9.d.3. Risks associated with the infrastructure and operations within the Canyon will be managed in the following ways: <b>Avoidance:</b> Refrain from developing infrastructure or programming in areas of significant risk; temporary closing or re-routing trails or programs in situations such as poor weather. <b>Transfer:</b> Transfer risk to another party through the use of waivers and by obtaining proper insurance. <b>Reduction:</b> Employ measures so that the likelihood and/ or severity of the risk is reduced. Example measures include installing signage conveying risks and skills needed, limiting visitor numbers, regular monitoring and maintenance, and ensuring infrastructure is designed to appropriate standards or in accordance with best practices.	●	●	●	-



Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

<b>7.6.9.d.4.</b> Visitor infrastructure will be planned to avoid areas that inherently pose an unreasonable risk to visitors. Canyon will transfer risk by ensuring visitors have the opportunity to learn about the conditions, difficulty, skills needed and the risks they may encounter on at the site. Canyon managers will also maintain appropriate insurance coverage. To reduce risk, the County may: carry out and document regular inspections of the Canyon to identify hazardous conditions and maintenance requirements; provide a means for visitors to report conditions, injuries and maintenance issues; investigate any reported instances of injuries within the site, undertake corrective actions and document; close or re-route infrastructure where hazardous conditions cannot be mitigated; provide adequate signage, wayfinding and other information (e.g. website, print materials) to help visitors understand equipment needs, difficulty, skills required, risks and potential injuries, navigating the site and communicate site conditions to visitors; and maintain up to date emergency response procedures and practice implementation as needed.	●	●	●	-
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## 7.6.10. Maintain the Canyon's Authentic Spirit of Place

<b>7.6.10.1.</b> Develop, manage and operate all visitor infrastructure in accordance with the included architectural guidelines.	●	●	●	All design actions
<b>7.6.10.2.</b> Develop, manage and maintain the landscape and visitor infrastructure in accordance with the included landscape guidelines.	●	●	●	All design actions

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

### 7.6.11. Appropriately Resource the Development & Management of the Canyon

7.6.11.1. Enhance the number of County staff that are dedicated to the management and operations of the Canyon. Allocate one full time permanent management employee and up to five full time operational employees for peak season operations and 1 full time operational employee for winter operations. Supplement winter operations staff with other County staff to address additional winter staffing needs on an as needed basis.	●			-
7.6.11.2. Ensure third-party provider, if utilized, maintains appropriate staffing levels (see financials section in appendix) to effectively operate their services and provide exceptional visitor experiences.	●	●	●	-
7.6.11.3. Expand the County's current operational budget allocation to the Canyon to ensure the site is appropriately resourced.	●	●		-
7.6.11.4. Ensure all employees at the Canyon receive and maintain the appropriate technical training as well as front-line World Host, or similar, customer service training.	●	●	●	-

### 7.6.12. Undertake Regular & Preventative Maintenance

7.6.12.1. Create and implement a visitor infrastructure inspection and maintenance schedule and standard operating practices.	●			-
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Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

7.6.12.2. Create standard operating practices of how to complete the maintenance.	●	●	●	-
7.6.12.3. Maintain an understanding of when all infrastructure is approaching is capital renewal period.	●	●	●	-
7.6.12.4. Develop and contribute annually to a capital renewal fund for the replacement of assets on site.		●		-

### 7.6.13. Integrate & Collaborate with the Nature Conservancy of Canada & other Adjacent Landowners

7.6.13.1. Develop and implement a Memorandum of Understanding between the County and the Nature Conservancy of the Canada to outline the agreed upon roles and responsibilities for development and operations of the Canyon.	●			-
7.6.13.2. Establish an inter-agency committee and a regular meeting cycle to review the implementation of the Master Plan and to discuss and resolve any operational issues that arise.	●			-
7.6.13.3. Host annual meetings with adjacent land owners to provide updates on implementation of the Master Plan and to discuss and resolve any operational issues that are arising with the adjacent lands.	●	●	●	-



Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	

Costing types: ● Design ● Construction ● Operations

#### 7.6.14. Ensure Reasonable Return on County Investments & Viable Private Sector Opportunities

7.6.14.1. The County will provide the capital investment, lead the development and remain the owner of all capital assets within the Canyon unless an agreement is reached with a private sector operator for the development and operations of an activity-specific visitor infrastructure.	●	●		-
7.6.14.2. Aggressively pursue capital grants and cost sharing with senior governments for the development of the visitor infrastructure such as the Visitor Pavilion, suspension bridge and specialty infrastructure such as the universally accessible Canyon Top and Canyon Bottom trails.	●	●	●	-
7.6.14.3. The County will build, operate and manage the Funicular, trails, suspension bridge, day use and parking areas and general cleanliness of the Canyon.	●	●	●	-
7.6.14.4. The County will undertake an analysis of the business case for each guest service once the design and operating costs are better understood and the supply of third party operators can be better evaluated. The analysis will evaluate each specific guest experience and service to determine which service will provide more profit with less risk if the County were to deliver the service versus outsourcing the operations and management to a third party.	●	●		-

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	
<p><b>7.6.14.5.</b> Once the preferred operational model is known for each guest service, the County will implement a competitive and performance-based procurement process to select a private sector operator(s) to operate and manage those guest services. To protect the Canyon's brand, a "first past the post" selection process will not be used. Proven past performance and the potential to enhance the Canyon brand will be a critical consideration. Lease agreements will be performance based to ensure a quality guest service and lease terms will ensure the operation returns reasonable revenues to the County.</p>		●		-
<p><b>7.6.14.6.</b> The County will ensure that capital and operational expenses as well as revenues for the Canyon can be conveniently tracked and analysed independently of the County's broader Parks and Agricultural Services expenditures.</p>	●	●	●	-

Costing types: ● Design ● Construction ● Operations

## 7.6.15. Develop a Compelling Brand & Attract Target Markets

<p><b>7.6.15.1.</b> Build internal County, community and local stakeholder support for implementing this Master Plan through presentations of the plan and one on one meetings and exploration of opportunities to collaborate.</p>	●			-
<p><b>7.6.15.2.</b> Develop a unique brand and associated identifiers for the Canyon.</p>	●			-
<p><b>7.6.15.3.</b> Work with Travel Alberta and other stakeholders to develop a comprehensive marketing plan for the Canyon. Use the Pathway to Purchase to ensure that target markets are reached in every stage along their pathway to buying a Canyon experience. Ensure the inclusion of innovative web based and social media marketing strategies and seek opportunities for co-opetition, packaging and cross-selling.</p>	●	●		-

Strategy & Actions	Implementation Timeframe and Costing Type			Corresponding Actions
	Phase 1 (1-2 years)	Phase 2 (3-5 years)	Phase 3 (5-10 years)	
Costing types: <span>● Design</span> <span>● Construction</span> <span>● Operations</span>				
7.6.15.4. Develop a comprehensive Canyon website focused on inspiring visitation, selling the visitor experience, reservations and providing critical trip planning information.	●	●		-
7.6.15.5. Regularly monitor visitor attitudes and sentiments towards the experiences available at the Canyon.	●	●	●	-



# **Appendix A: What We Heard Summary**

# Introduction

## Engagement Purpose

In order to get the future tourism program and management intent for Horseshoe Canyon right, a robust engagement program was completed that gathers opinions and ideas from a wide range of people.

The engagement findings helped to set the direction and priorities for the future of the site. Some of the public and stakeholder groups engaged throughout the planning process include: Kneehill County and area residents, visitors to the site, industry experts, and key stakeholders who are invested in the area.

While each group was asked slightly different questions, all of the engagement activities were focused around core values for the site and how they can translate into a thoughtful vision for the area that develops Horseshoe Canyon as one of Alberta's premier tourism destinations that provides unique and memorable experiences while protecting the sensitive landscape for future visitors of the site to enjoy.

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*Since our last visit here, they installed a nice wooden look out platform over the canyon, added more toilets and a souvenir hut that sells fossils. The scenery is incredible and makes for great pictures. Take a walk on the pathways and be a part of the inner canyon experience. But, wear good hiking shoes and take water. Free parking.*

- Trip Advisor Review

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## Engagement Activities

Engagement for the project was completed in the summer and fall of 2018. Several engagement activities were completed to gather a wide range of opinion from different groups, as well to provide check-in points throughout the project to gather input on the project's direction. This allowed the public and stakeholders to play a critical role in crafting the future direction for Horseshoe Canyon. The following engagement activities were completed in the development of the Horseshoe Canyon Master Plan:

Engagement Event	Purpose	Date
<b>Public Survey</b>	<ul style="list-style-type: none"> <li>To understand motivations for visiting the site and surrounding area</li> <li>To help develop priorities for future tourism opportunities and programming on the site</li> </ul>	June 25 - August 9, 2018
<b>Vertisee Online Interactive Map</b>	<ul style="list-style-type: none"> <li>To spatially locate suggested future improvements on the site</li> </ul>	June 25 - August 9, 2018
<b>Stakeholder Interviews</b>	<ul style="list-style-type: none"> <li>To gather opinions from tourism experts on trends and opportunities for the site</li> <li>To understand the local tourism context to help strategically position Horseshoe Canyon</li> </ul>	July - August, 2018
<b>Pop-up Engagement</b>	<ul style="list-style-type: none"> <li>To gather opinion from those who may not otherwise participate in engagement events</li> <li>To gather input on priorities for the site</li> </ul>	July 14, 2018
<b>Sounding Boards</b>	<ul style="list-style-type: none"> <li>To gather feedback and priorities from area residents</li> <li>To understand challenges and opportunities for local property and business owners</li> </ul>	July-August, 2018



# Engagement by the Numbers



# Emerging Themes

Engagement revealed some strong themes for Horseshoe Canyon, which have been incorporated into the planning framework and used as a key component in decision making in the development of the Master Plan. Listed below are the top themes that were realized during engagement, divided into three topic areas: management, amenities/infrastructure, and activities/attractions.

## Management

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### Improve Washrooms

**Supported through: public survey, online mapping, sounding boards, stakeholder interviews, pop-up engagement**

The state of the current washrooms was the most commonly heard issue throughout all engagement activities. Visitors to the site would like to see new washroom facilities that are cleaner and offer a better overall experience than the current offering.

### Remove the Helicopter

**Supported through: public survey, online mapping, sounding boards, stakeholder interviews, pop-up engagement**

Overall, people find the helicopter to be disruptive to other activities on the site. Removing it is seen to be a way to improve the visitor experience at Horseshoe Canyon.

### Mitigate Damage to Landscape

**Supported through: public survey, online mapping, sounding boards, stakeholder interviews, pop-up engagement**

There is a desire among engagement participants to mitigate damages to the landscape and viewscape that have come with extensive visitation to the site. Similarly, numerous comments were made about strategically introducing any development in ways that protects and enhances the surrounding landscape elements, for example there were a lot of comments about making formalized trails to manage where visitors are travelling throughout the Canyon.

## Amenities and Infrastructure

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### Interpretative and Wayfinding Signage

**Supported through: public survey, online mapping, sounding boards, stakeholder interviews, pop-up engagement**

Throughout all engagement activities people consistently noted the need for more signage at the Canyon. More interpretive signage is desired to better understand the history, paleontology, and geology of the Canyon. Wayfinding signage is desired to help people understand routes through the Canyon, as well to manage the high volumes of visitors through keeping people on marked trails. There were also several suggestions to rate the difficulty

of trails and to develop themed walking routes throughout the site.

### Visitor Centre

**Supported through: public survey, online mapping, sounding boards, stakeholder interviews, pop-up engagement**

A visitor centre is seen as an important component in improving the visitor experience at Horseshoe Canyon. Suggestions for programming at the desired visitor centre included washroom facilities, food and beverage services, education/interpretive areas, a gift shop, information on other tourism experiences in the area, and a staging area for guided tours of the Canyon.

### Food and Drink

**Supported through: public survey, online mapping, sounding boards, stakeholder interviews, pop-up engagement**

Engagement revealed that there is a clear lack of culinary offerings in the area, with some stakeholders noting that there are consistently long lines at Drumheller restaurants during the peak tourism season. Members of the public would like to see food and drink offerings to provide ease and comfort to their visit, while members of the local tourism industry would like to see offerings that diversify and add capacity to the local culinary experience. There was a range of opinions on how food and drink should be offered – some people would like to see a simple canteen, some would like to see

food trucks or mobile vendors, while others would like to see higher end local food offered at the site.

### Universal Design

**Supported through: public survey, online mapping, stakeholder interviews, pop-up engagement**

The new viewpoints at the top of Horseshoe Canyon have been cited as making it easier for people with limited mobility to enjoy the site. Engagement revealed that there is a desire to make the viewpoints and key tourism areas at the top of the Canyon universally accessible so that everyone is provided opportunity to enjoy the site.

### Overnight Accommodation

**Supported through: public survey, online mapping, stakeholder interviews**

Engagement revealed a desire for overnight accommodation options on the site. Generally, people recommended camping or comfort camping as the preferred accommodation type.

## Activities and Attractions

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### Programming for Families

**Supported through: public survey, stakeholder interviews**

Horseshoe Canyon is seen to be a good

tourism site for families because of its easy access into the Canyon and close proximity to major population centres. The new access into the Canyon also means that it is a relatively easy badlands site to explore for families. For these reasons, engagement participants feel that further development of the site should further it as a family friendly destination.

### Guided Tours

**Supported through: public survey, online mapping, stakeholder interviews**

Many engagement participants felt that guided tours would be a good way to facilitate more learning opportunities about Horseshoe Canyon. This is seen to give an option for more learning beyond what can be gained from interpretive signage. Engagement participants felt that it would also allow for more exploration of the Canyon beyond the points that people normally walk to. Several themes for guided tours were suggested, such as: paleontology, geology, indigenous history, and history of the site.

### Indigenous Tourism and Storytelling

**Supported through: public survey, stakeholder interviews**

From speaking with local tourism industry experts, there is a lack of indigenous tourism in the area. This presents an opportunity for indigenous tourism providers to establish programs, and showcase history through storytelling. The public survey also showed

support for indigenous programming at Horseshoe Canyon.

### Geology as Interpretive Theme

**Supported through: public survey, stakeholder interviews**

Conversations with stakeholders revealed that one possible way for Horseshoe Canyon to somewhat differentiate itself, yet tie into the strongly paleontology theme and related tourism components of the area, is to highlight the geology of the area and the Horseshoe Canyon Formation. Using geology as a theme at the Horseshoe Canyon site is seen as a segue into further exploration and learning at other sites in the Drumheller area such as the Royal Tyrrell Museum and the Drumheller Hoodoos.

### Zipline

**Supported through: sounding boards**

**Opposed through: online mapping, stakeholder interviews**

Addition of a zipline to the site has been a topic of diverging opinion with no consensus reached during the engagement process. Some people have thought it to be a good addition to the site, while others think it would detract from the views and other activities at Horseshoe Canyon.

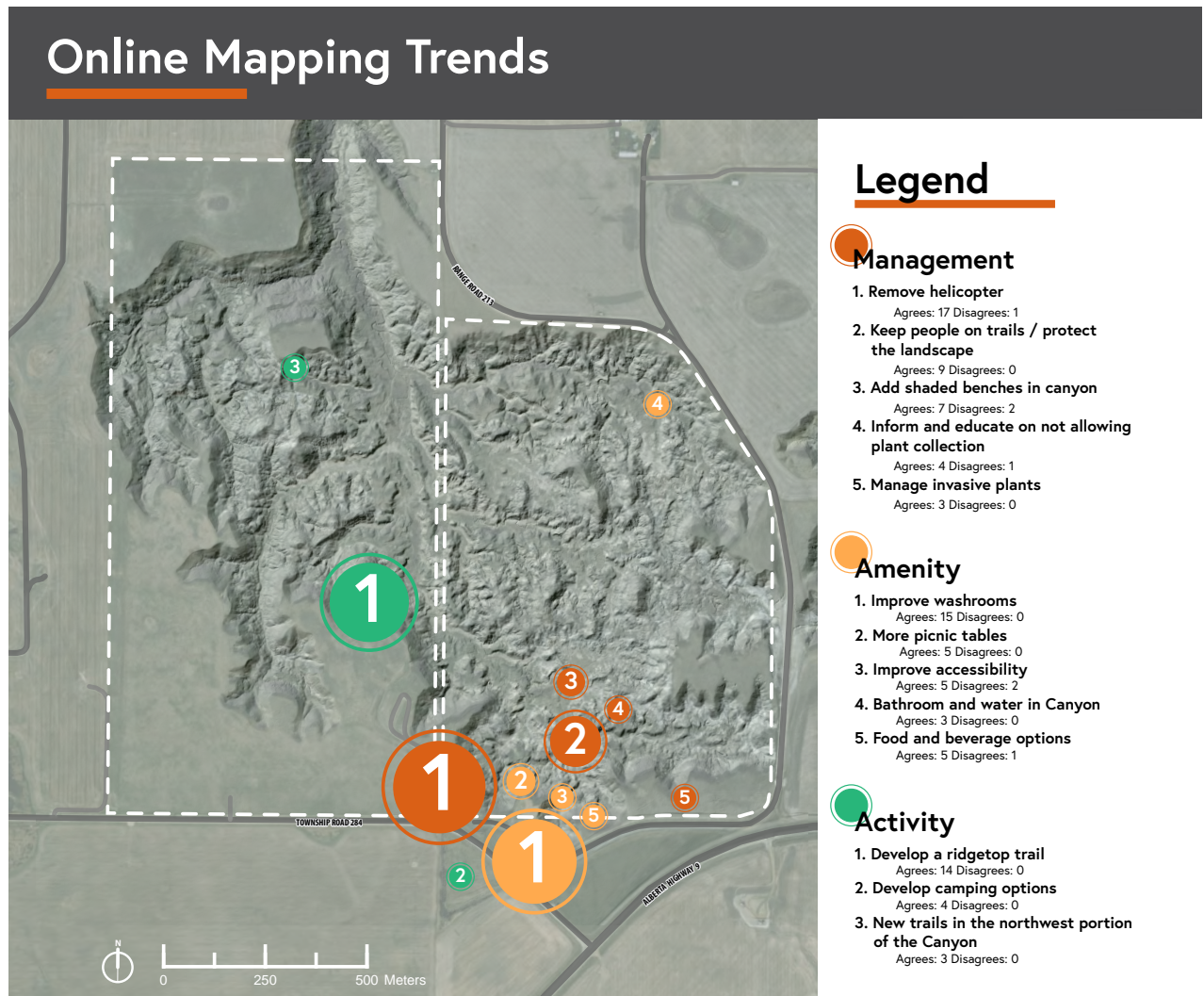


# Vertisee Online Mapping

To allow for a quick, easy, and location specific way for the public to make suggestions for the future of Horseshoe Canyon an online interactive map, titled Vertisee, was used. Participants could drop pins or draw trail lines to suggest site improvements or future programming.

The map below highlights the trends that were seen from the online mapping. The circles have been weighted, showing the items that received the most support as larger and those with less support as smaller. There was also one suggestion that received strong negative support – the introduction of a zipline. Overall, the top trends from the online mapping are:

- Support for removal of the helicopter
- Desire for a ridgetop trail around the Canyon
- Improved washrooms
- Methods to keep people on trails



# Detailed Engagement Summary

The below analyses look deeper into theme and focus areas for the Master Plan. They summarize the outcomes of all engagement activities to paint a comprehensive picture of the feedback received during consultation for this project. The graphs below highlight findings from the survey, which help to quantify and supplement the themes realized throughout the engagement process. Overall, there was generally consistency in the responses seen across all types of engagement – any diverging opinions are noted in the below summaries.

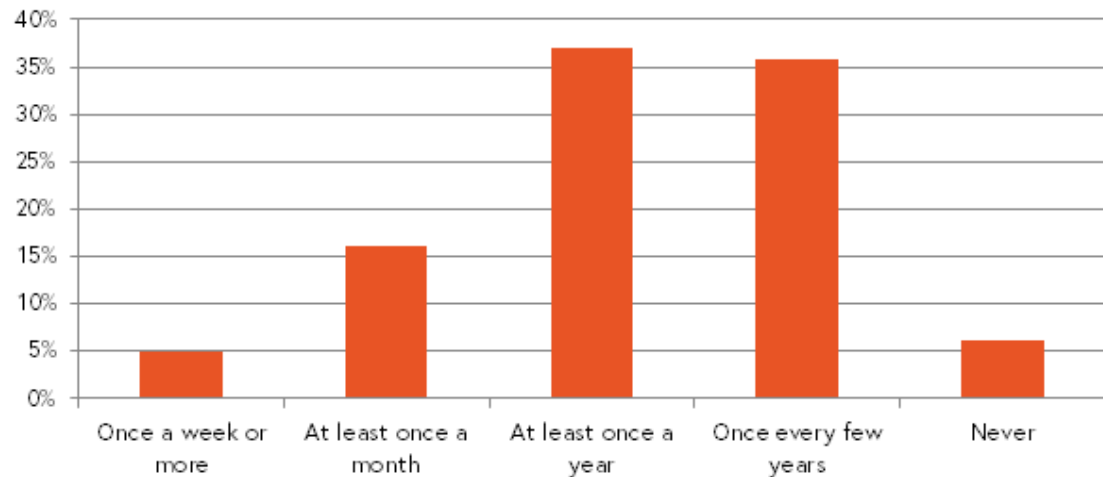
## Visitation to Horseshoe Canyon

One of the goals of this project is to make Horseshoe Canyon a primary tourism destination – a place that is the main attraction for a trip. The public survey asked respondents how far from the Canyon they live, how frequently they visit the site, and whether it was the primary destination on their trip the last time that they visited Horseshoe.

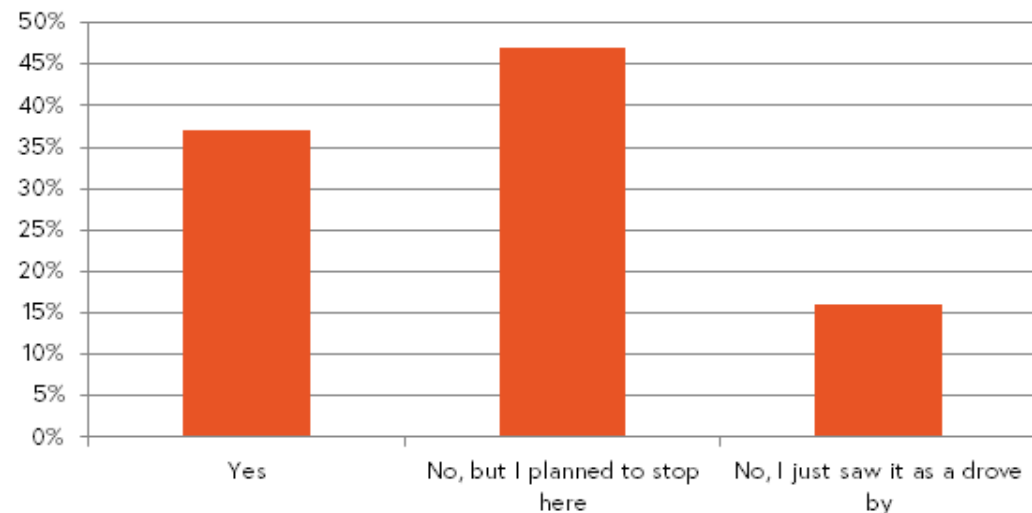
The results indicated that Horseshoe Canyon is currently a secondary destination (a stop along the way to another tourism site), with a trend for most people to stop at the site on the way to Drumheller. This shows potential to develop and market Horseshoe as a primary destination and one of the premier badlands experiences, rather than a stopping point on the way to other destinations in the area.

The survey also revealed that respondents generally visit the site for site seeing, hiking, and/or wildlife/vegetation viewing.

How frequently do you visit Horseshoe Canyon?



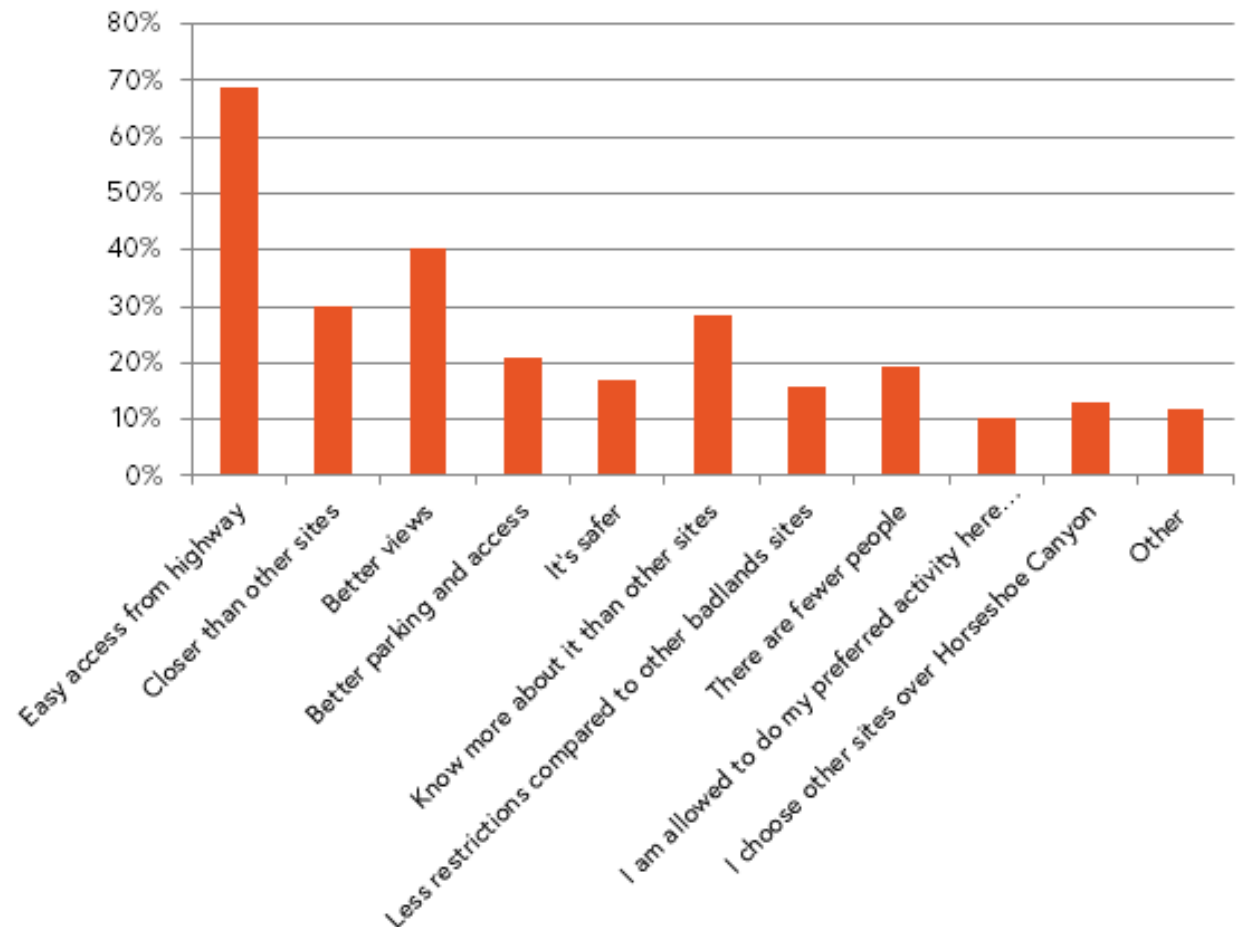
The last time you visited Horseshoe Canyon, was it the primary destination for your trip?



## Why Horseshoe Canyon?

The public survey and stakeholder interviews looked at what makes Horseshoe Canyon different from other badlands destinations, or tourism sites in the Drumheller area. Feedback showed that Horseshoe's location, just off of Highway 9 on route to Drumheller, is one of the main items that differentiates it from other tourism destinations in the area. Public survey respondents noted that the location is one of the reasons why they choose it over other badlands sites, while stakeholders noted that the site should be strategically leveraged to make Horseshoe Canyon a gateway site to the badlands. As such, many stakeholders suggested that there should be a way of cross-promoting other destinations in the area at Horseshoe Canyon. Additionally, stakeholders noted that because the site is only slightly over an hour from Calgary's borders, it is a great site to market to visitors embarking from the city on day trips.

What makes you choose to visit Horseshoe Canyon over other badlands sites?

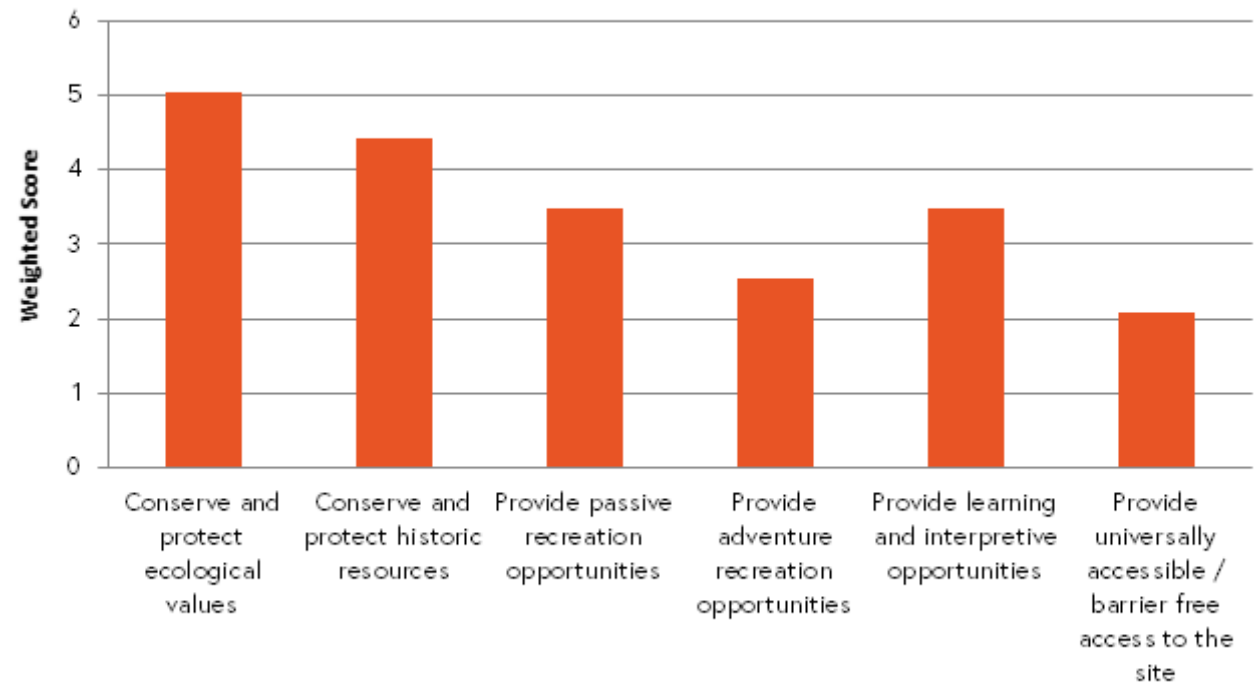




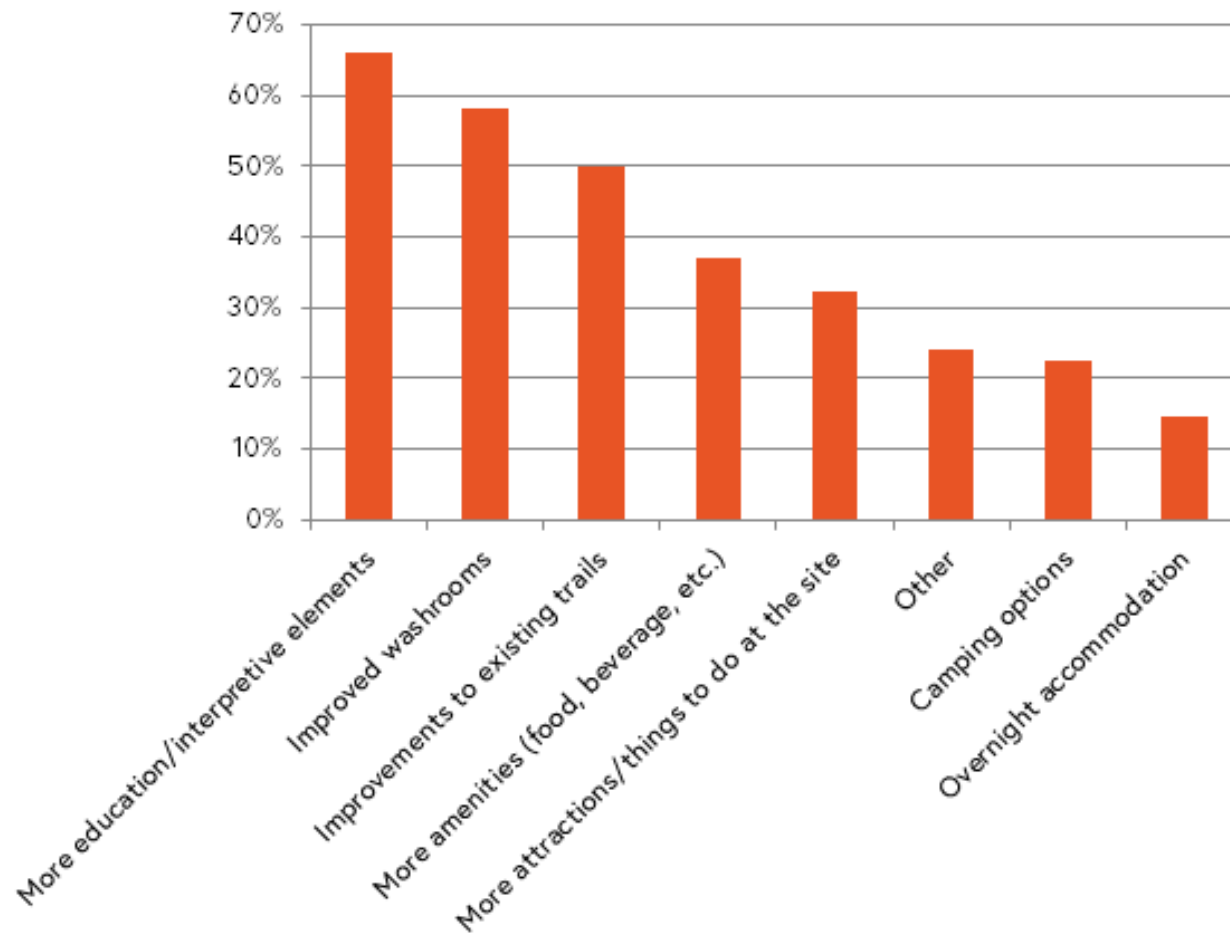
## Master Plan Objectives

A major portion of the engagement worked toward developing values and a vision for the future of Horseshoe Canyon. The public survey showed strong sentiment for protecting the local ecology and historic resources while providing passive recreation and learning opportunities. Similarly, there was a strong sentiment for providing learning opportunities throughout all engagement activities. For example, many stakeholders suggested that guided tours and interpretive signage should be utilized to deepen learning on the site. There was a range of opinion from stakeholders on what educational themes the site should take – the main emerging themes were geology and indigenous history. These priorities help to establish a direction for the Canyon, which generally points to providing recreation and educational opportunities while mitigating damages to the local landscape and historic features on site.

The Master Plan will set the long-term management direction for Horseshoe Canyon. Please rank the following objectives for Horseshoe Canyon.



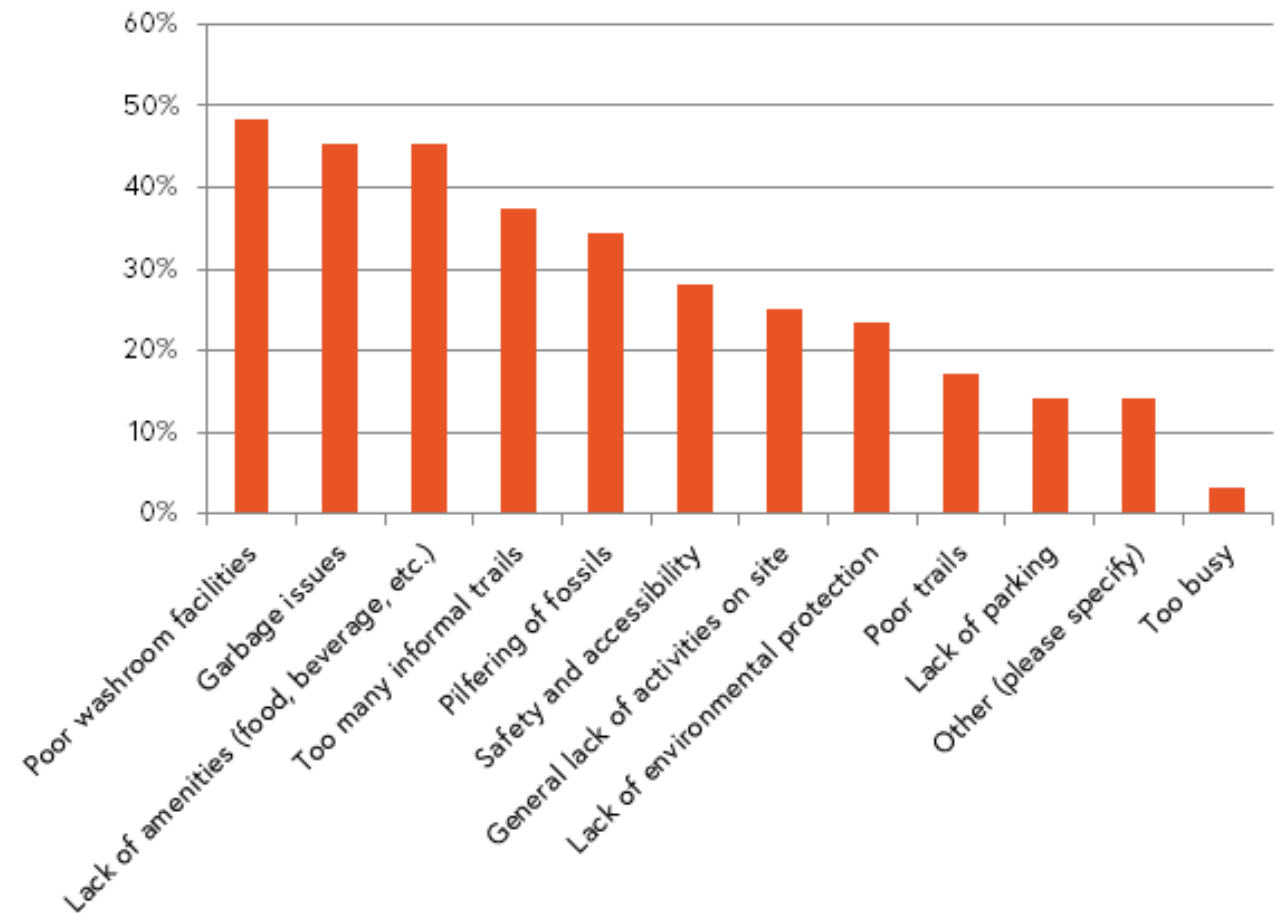
In your opinion, what would improve your experience at Horseshoe Canyon? Check all that apply.



## Management Direction

While this Master Plan looks at if and how Horseshoe Canyon can be developed as a tourism destination, it is important to provide management direction to both the current and future uses of the site. All engagement events/activities revealed similar themes, with washroom improvements by far being the most desired site improvement. Other significant items included: providing food/beverage options, improving garbage issues/site cleanliness, managing trail use, and removing the helicopter from the future site program.

**The Master Plan will provide direction to improve the management of the site. What management issues do you believe need to be addressed in Horseshoe Canyon?**



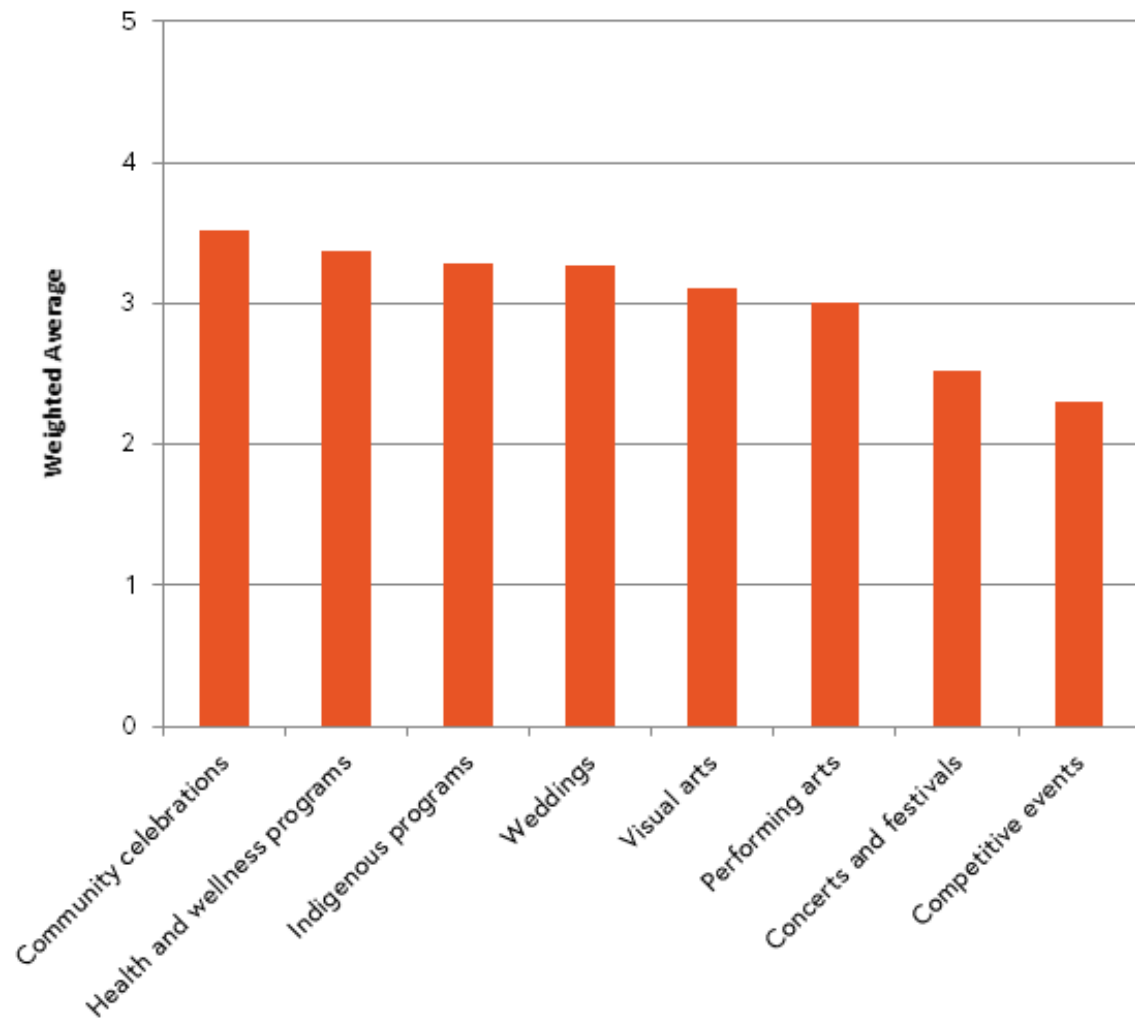


## Site Programming

The public survey asked people about what sort of programming they would like to see on site. The graph below shows support with weighted averages for various program types. A weighted score of three indicates a neutral position, with above showing positive support. Those programs receiving somewhat positive support include:

- Community celebrations
- Health and wellness programs
- Indigenous programs
- Weddings
- Visual arts programming

Thinking about programs that could be delivered on site, to what extent do you support delivering the following general programs?



## Sounding Board Findings

Sounding boards were put up at Horseshoe Canyon in July and August, 2018. The boards briefly described the Master Plan project, then asked people what improvements they would like to see to the site. The findings from the sounding boards closely align with findings from other engagement activities, with people wanting to see the following key items on site:

- Food and beverage options
- Protection of the landscape and natural features
- Improved trails and wayfinding signage
- Educational elements and guided tours

The sounding boards showed more support for a zipline than other forms of engagement. There were also a variety of activities suggested for the site that have been categorized as “supplemental activities”. Common suggestions in this area included adding a playground as well as an area for rock climbing. Themed responses are listed below.

Theme	Number of Suggestions
Food and Beverage	40
Zipline	26
Keep It Natural	25
Love the Canyon	23
Supplemental Activities	22
Guided Tours	22
Trail Improvements	19
Wayfinding Signage	17
No Improvements Needed	17
Washroom Improvements	14
Interpretive Signage	14
Lookout/viewpoint Improvements	12
Landscaping Improvements	12
Drones	11
WIFI	8
Other	5

Theme	Number of Suggestions
Improved Accessibility	5
Active Recreation	4
Bridge	4
Garbage/ Recycling Improvements	4
Events	3
Helicopter	2
Giftshop	2
Camping	2

# **Appendix B: Comfort Camping Experience Spectrum & Level of Service**



While five distinct comfort camping experience types have been presented, the typology is intended to act as a spectrum of experiences and, as such, there are no hard lines between the different experience types. The amenities, services and accommodation criteria intend to illustrate what is generally found for each type along the experience spectrum. These can be thought of as the level of comfort provided from comfort accommodations, with a type 1 being basic with the lowest level of service and type 5 being luxury with the highest amount of service.

## Comfort Camping Levels of Service

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For each type, the level of service offered can generally be defined as:

**Type 1:** Basic level of service

**Type 2:** Basic level of service with additional amenities

**Type 3:** Mid-Range level of service

**Type 4:** Exceptional level of services

**Type 5:** Luxury with world class guest services and amenities

## Typology Categories

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The spectrum of comfort camping experiences is determined based on five service categories which provide clarity around what services are being offered to guests in each experience type. The service categories include:

**Accommodation:** the comfort camping structure

**Indoor Amenities:** provisions, materials and infrastructure provided to guests within the structure (e.g. beds, potable water).

**Outdoor Amenities:** provisions, materials and infrastructure provided to guests outside the structure (e.g. beds, potable water).

**Services:** Assistance and entertainment provided to guests by staff or related (e.g. food preparation).

	Type 1	Type 2	Type 3	Type 4	Type 5
<b>Accommodation</b>					
<b>Accommodation/ building type</b>	Variable	Variable	Variable	Variable	Variable
<b>Architectural character</b>	Pre-fabricated	Pre-fabricated	Pre-fabricated, but typically customized to site (i.e. wall color, size, orientation)	Typically architect/ custom designed	Typically architect/ custom designed.
<b>Universal design</b>	Site specific, preferred for front country developments to be UD	Site specific, preferred for front country developments to be UD	Site specific, preferred for front country developments to be UD	Site specific, preferred for front country developments to be UD	Site specific, preferred for front country developments to be UD
<b>Sleeping spaces and privacy</b>	Shared (multiple groups) or exclusive (single groups) sleeping quarters	Shared (multiple groups) or exclusive (single groups) sleeping quarters	Spatial or partition separation between beds typical	Private (e.g. one bed per room/suite)	Private (e.g. one bed per room/suite)
<b>Flooring</b>	Basic (e.g. plywood)	Basic (e.g. finished plywood)	Mid-range	Mid-range, coordinated with rest of building	High quality (e.g. hardwood or custom tiles)
<b>Common area</b>	Not provided	Not provided	Typical, central gathering area (e.g. camp shelter or camp kitchen)	Typically provided, indoor/outdoor	Typically provided, indoor/outdoor
<b>Amenities - Indoor</b>					
<b>Bed type</b>	No mattress, w/ basic sleeping structure	Sleeping structure w/ mattress provided	Mix of bed types w/ mid-level mattress	Larger beds w/ deluxe mattress	King beds w/ deluxe mattress
<b>Linens</b>	Not provided	Not provided	Optional, basic linens or rental of sleeping bag	Provided, basic linens	Provided, high thread count

	Type 1	Type 2	Type 3	Type 4	Type 5
<b>Indoor furnishings</b>	Basic furnishings (e.g. small dining table and benches)	Mid-range furnishings (e.g. dining table and simple lounging chairs)	Mid-range, coordinated furnishings (e.g. dining table and simple lounging chairs)	High-quality, coordinated furnishings (e.g. large dining table, couch, chairs and coffee table)	Luxury, designer brand and/or custom/unique furnishings (e.g. large dining table, designer lounging furniture, designer coffee table)
<b>Showers/Bathing</b>	Outdoor common, cold	Outdoor common, warm	Typically large centralized	Individually designated centralized	Ensuite shower and bath
<b>Toilets (all site specific – technology by site)</b>	Common basic (pit or vault)	Centralized basic (i.e. no flush)	Common centralized	Individually designated centralized	Ensuite
<b>Toiletries</b>	Not provided	Not provided	Not provided	Basic provided (e.g. soap, shampoo, toothpaste)	Deluxe range provided (e.g. designer/artisanal)
<b>Cooking facilities (not including firepit)</b>	Defined cooking area but no supporting equipment	Basic common facilities typically provided (e.g.. hot plate/ camp stove)	Mid-range private typically provided (e.g. stove and oven)	High quality optionally provided (e.g. stove and oven)	High quality optionally provided (e.g. deluxe stove and oven)
<b>Cooking equipment</b>	Not provided	Basic dishwashing amenities typically provided at central hub	Basic equipment (e.g. pots and pans, basic dishware, basic dishwashing amenities)	Mid-range equipment typically provided (e.g. pots and pans, expanded set of dishware, and range of utensils, basic dishwashing amenities)	Deluxe equipment typically provided (e.g. stainless steel cookwear, designer set of dishware, wide range of utensils, dishwasher (or dish cleaning service))
<b>Wifi</b>	Not provided	Not provided	Typically available at central location/hub	Optionally provided in each unit	Typically provided in each unit
<b>TV/satellite/cable</b>	Not provided	Not provided	Not provided	Optional in common area	Typical in each unit



	Type 1	Type 2	Type 3	Type 4	Type 5
<b>Potable water</b>	Water available, but may require treatment and may not be immediately accessible	Water available, but may require treatment and may not be immediately accessible	Typically available at central location/hub	Typically provided in each unit	Typically provided in each unit
<b>Hot running water</b>	Outdoor common, cold	Outdoor common, warm	Typically large centralized, hot	Individually designated centralized, hot	Ensuite shower and bath, hot
<b>Power</b>	Not provided	Not provided	Low capacity typically provided	Electricity provided	Electricity provided
<b>Air Conditioning</b>	Not provided	Not provided	Not provided	Optionally provided	Optionally provided
<b>Lighting</b>	Not provided	Optional in common area	Provided in each unit	Provided in each unit	Provided in each unit
<b>Heating</b>	Not provided	Basic wood stove	Provided in each unit	Provided in each unit	Provided in each unit
<b>Amenities - Outdoor</b>					
<b>Outdoor furnishings</b>	Basic furnishings (e.g. bench)	Mid-range furnishings (e.g. bench, small patio/deck area)	Mid-range, coordinated furnishings (e.g. bench and movable chairs/ patio furniture, small patio/deck area)	Quality furniture custom selected for the space	Furniture designed for the space
<b>Firepit</b>	Provided	Provided	Provided	Provided	Provided
<b>BBQ</b>	Not provided	Typically a central camp kitchen or grill on firepit	Firepit grill in each site	High quality optionally provided (e.g. large, stainless steel)	High quality optionally provided (e.g. large, stainless steel)
<b>Spa/wellness/fitness/</b>	Not provided	Not provided	Not provided	Not provided	Spa/ wellness/ fitness facilities typical
<b>Hot tub/sauna</b>	Not provided	Not provided	Not provided	Optional	Optional

	Type 1	Type 2	Type 3	Type 4	Type 5
<b>Services</b>					
<b>Housekeeping</b>	User maintained sites, weekly maintenance servicing	User maintained sites, weekly maintenance servicing	Basic housekeeping twice per week	Daily housekeeping, linens changed twice per week	Daily housekeeping, linens changed every other day
<b>Waste collection</b>	Not provided, pack in/pack out	Central garbage receptacles typically provided in frontcountry, pack out in backcountry	Central garbage receptacles typically provided	Non-food waste typically collected from each unit	Non-food waste typically collected from each unit
<b>Firewood</b>	Bring your own	For purchase	For purchase	Provided	Provided
<b>Food and beverage Services</b>	Not provided	Not provided	Not provided	Set menu, homestyle. Common seating	A la carte, private seating. Range of reservation time
<b>In house laundry services</b>	Not provided	Not provided	Required if renting linens/sleeping bags	Required	Required
<b>Concierge</b>	Not provided	Not provided	Park attendant typical, business hours	Typically front desk/reception, business hours	Typically full concierge service, 24 hours
<b>Reservations</b>	Typically online only	Typically online only	Typically online only	Typically online or through a call centre	Call centre only
<b>Guided tours/ classes and instruction</b>	Not provided	Not provided	Tour info/ recommended itineraries typically provided	Optional tours, typically for additional cost	Full guided tours generally provided, typically included in cost
<b>Recreation equipment rental/ lending</b>	Not provided	Not provided	Optional rentals available for primary site activities (e.g. canoeing on lake)	Basic equipment provided, option for rental of higher end equipment	Recreation equipment typically provided
<b>Transportation</b>	Not provided	Not provided	Not provided	Transportation optional – possibly provided by third party	Transportation to/ from destination typically included

# **Appendix C: Trail Management Objectives**





## Trail Management Objective

 Region:  Trail Manager:  Land Manager: 

 Trail Name:  Trail Number:   
 Trail Beginning:  Beg. Milepost:   
 Trail Ending:  End. Milepost:   
 Trail Inventory Length:  km Trail Mileage Source: ☐ Wheel ☐ GPS ☒ Map ☐ Unknown

## TMO Trail Section

 Section Beginning:  Beg. Milepost:   
 Section End:  End. Milepost: 

## Trail Classification

(Check any that apply)

## Trail Type

- ☒ Summer  
☒ Winter  
☐ Water  
☐ Vertical

## Level of Development

- ☒ Developed  
☐ Moderately Developed  
☐ Minimally Developed

## Enthusiast Group

- ☒ Non-Motorized  
☒ Mechanized  
☐ Motorized  
☐ Mixed Use

## Degree of Challenge

- ☒ Easy  
☐ Moderate  
☐ Difficult  
☐ Most Difficult

## Use Type

- ☐ Single-Use  
☒ Multi-Use

## Activity Types

(Check all that apply)

- ☒ Pedestrian  
☐ Equestrian  
☐ X-Country Ski  
☒ Snowshoe  
☐ Cycling / Mountain Biking  
☒ Wheelchair / mobility aids  
☐ Motorized (OHV)  
☐ Motorized (maintenance)

- ☐ E-bikes  
☐ Segway  
☐ Small wheeled

## Design Parameters

(Fill in all that apply)

- Tread Width (m)  
 Target Grade (%)  
 Maximum Grade / Proportion (%)  
 Target Cross-Slope (%)  
 Clearing Width / Height (m)  
 Turning Radius (m)  
 Tread Protrusions

## Trail Surfacing

- ☒ Natural Imported ☐ Stabilized Paved ☒ Snow

## Target Frequency

(Fill in all that apply)

- Trail Opening  
 Tread Repair  
 Drainage Cleanout  
 Enforcement Patrol  
 Brushing  
 Snow Grooming  
 Condition Inspection



## Trail Management Objectives

 Trail Name:  Trail Number: 

## Travel Management Strategies

## Managed Use

(Fill in all that apply)\*

	From Date (mm/dd)	To Date (mm/dd)
<input checked="" type="checkbox"/> Hiker / Pedestrian	Year round	
<input type="checkbox"/> Equestrian		
<input type="checkbox"/> X-Country Ski		
<input checked="" type="checkbox"/> Snowshoe	Winter	
<input type="checkbox"/> Cycling / Mountain Bike		
<input checked="" type="checkbox"/> Wheelchair / Mobility Aids	Summer	
<input type="checkbox"/> Motorized (OHV)		
<input type="checkbox"/> Motorized (maintenance)	Year Round	
<input type="checkbox"/> E-bikes		
<input type="checkbox"/> Segway		
<input type="checkbox"/> Universal accessibility		

## Prohibited Use

(Check if applicable)

<input checked="" type="checkbox"/> All Motorized Use (OHV)	Year Round	
(Or, fill in all that apply)		
<input type="checkbox"/> Hiker / Pedestrian		
<input checked="" type="checkbox"/> Equestrian	Year Round	
<input checked="" type="checkbox"/> X-Country Ski	Year Round	
<input type="checkbox"/> Snowshoe		
<input checked="" type="checkbox"/> Cycling / Mountain Bike	Year Round	
<input type="checkbox"/> Wheelchair / Electric Assist Mobility Aids		
<input checked="" type="checkbox"/> Fat biking	Year Round	
<input checked="" type="checkbox"/> Segways	Year Round	
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		
<input type="checkbox"/>		

## Other Use

(Optional: Check any that apply)\*

	Accept	Discourage	Eliminate
<input type="checkbox"/> Hiker / Pedestrian			
<input checked="" type="checkbox"/> Winter Hiking	<input checked="" type="checkbox"/>		
<input type="checkbox"/> Small wheeled (e.g. skateboards)			
<input type="checkbox"/> Equestrian			
<input type="checkbox"/> Electric-assist / mobility aids			
<input type="checkbox"/> Dog Sledding / Skijoring			
<input type="checkbox"/> Fat Biking			
<input checked="" type="checkbox"/> Snowshoe	<input checked="" type="checkbox"/>		
<input type="checkbox"/> Cross-Country Skiing			
<input type="checkbox"/> Segways			

## Trail User Objectives

- ☒ Escape  
☐ Solitude  
☐ Challenge  
☐ Play  
☒ Nature & Views  
☐ Risk  
☒ Exercise  
☒ Socializing  
☐ Efficiency (Primary user objective)  
☐ Connectivity (Primary user objective)

## Remarks / Reference Information

Connected to the Funicular, this easy interpretive trail will encourage and allow visitors of all ages and abilities to access and travel through the Canyon bottom. The trail will also serve as the primary artery for visitors to access the hiking and mountain biking trail networks in the Canyon bottom. Frequent rest areas with furnishings (e.g. waste and recycling receptacles, benches, viewing platforms).

 Trail Designer or   
 Title 

 Signature   
 Date

Trail Name: Horseshoe Canyon - Canyon Top Pathway Trail Number: n/a

## Managed Use

(Fill in all that apply)*		From Date (mm/dd)	To Date (mm/dd)
<input checked="" type="checkbox"/>	Hiker / Pedestrian	Year round	
<input type="checkbox"/>	Equestrian		
<input type="checkbox"/>	X-Country Ski		
<input type="checkbox"/>	Snowshoe		
<input checked="" type="checkbox"/>	Cycling / Mountain Bike	Summer	
<input checked="" type="checkbox"/>	Wheelchair / mobility aid	Summer	
<input type="checkbox"/>	Motorized (OHV)		
<input checked="" type="checkbox"/>	Motorized (maintenance)	Year round	
<input checked="" type="checkbox"/>	E-bikes	Summer	
<input checked="" type="checkbox"/>	Segway	Summer	
<input checked="" type="checkbox"/>	Universal accessibility	Summer	
<input type="checkbox"/>			
<input type="checkbox"/>			
<input type="checkbox"/>			

(Check if applicable)

[illegible]

(Optional: Check any that apply)\*

	A	D	E
Hiker / Pedestrian			
<input checked="" type="checkbox"/> Winter Hiking	<input checked="" type="checkbox"/>		
<input type="checkbox"/> Small wheeled (e.g. skateboards)			
<input type="checkbox"/> Equestrian			
<input checked="" type="checkbox"/> Electric-assist / mobility aids	<input checked="" type="checkbox"/>		
<input type="checkbox"/> Dog Sledding / Skijoring			
<input checked="" type="checkbox"/> Fat Biking	<input checked="" type="checkbox"/>		
<input checked="" type="checkbox"/> Snowshoe	<input checked="" type="checkbox"/>		
<input checked="" type="checkbox"/> Cross-Country Skiing	<input checked="" type="checkbox"/>		
<input type="checkbox"/> Segways			
<input type="checkbox"/>			
<input type="checkbox"/>			

X	Escape
	Solitude
	Challenge
	Play
X	Nature & Views
	Risk
X	Exercise
X	Socializing
	Efficiency (Primary user objective)
	Connectivity (Primary user objective)

A universally accessible interpretive pathway providing visitors of all ages and abilities with an opportunity to experience the canyon views and learn about the Canyon and its history by way of bicycle, e-bicycle, segway or walking. Viewpoints and platforms and rest areas with physical and virtual interpretive opportunities and other furnishings will be regularly sited along the trail to enhance the visitor experience. The pathway will be maintained for year-round use and will permit cross-country skiing, fat biking or snowshoeing in the winter.

Trail Designer or Manager	Name	McElhanney
	Title	TTRP Team

Signature n/a

Date 2019/01/12



<b>Region:</b>	n/s	<b>Trail Manager</b>	Kneehill County	<b>Land Manager</b>	Kneehill County
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Trail Name: Horseshoe Canyon - Canyon Top Pathway		Trail Number: n/a	
Trail Beginning: Day Use Area		Beg. Milepost: Unknown	
Trail Ending: Day Use Area		End. Milepost: Unknown	
Trail Inventory Length: 8-10 km	Trail Mileage Source: <input type="checkbox"/> Wheel <input type="checkbox"/> GPS <input checked="" type="checkbox"/> Map <input type="checkbox"/> Unknown		

<div style="border: 1px solid black; padding: 5px; display: inline-block;">n/a</div> Sec.#	Section Beginning:		Beg. Milepost:	
	Section End:		End. Milepost:	

(Check any that apply)

**Trail Type**

☒ Summer

☒ Winter

☐ Water

☐ Vertical

**Level of Development**

☒ Developed

☐ Moderately Developed

☐ Minimally Developed

**Enthusiast Group**

☒ Non-Motorized

☒ Mechanized

☐ Motorized

☐ Mixed Use

**Use Type**

☐ Single-Use

☒ Multi-Use

**Degree of Challenge**

☒ Easy

☐ Moderate

☐ Difficult

☐ Most Difficult

(Check all that apply)

<input checked="" type="checkbox"/>	Pedestrian
<input type="checkbox"/>	Equestrian
<input checked="" type="checkbox"/>	X-Country Ski
<input checked="" type="checkbox"/>	Snowshoe
<input checked="" type="checkbox"/>	Cycling / Mountain Biking
<input checked="" type="checkbox"/>	Wheelchair / mobility aids
<input type="checkbox"/>	Motorized (OHV)
<input checked="" type="checkbox"/>	Motorized (maintenance)
<input checked="" type="checkbox"/>	E-bikes
<input checked="" type="checkbox"/>	Segways
<input type="checkbox"/>	Small wheeled (e.g. skateboards)
<input type="checkbox"/>	_____
<input type="checkbox"/>	_____

(Fill in all that apply)

<b>2.5-3.0</b>	Tread Width (m)
<b>2-3</b>	Target Grade (%)
<b>5 / 1</b>	Maximum Grade / Proportion (%)
<b>1-2</b>	Target Cross-Slope (%)
<b>4 / 3</b>	Clearing Width / Height (m)
<b>N/A</b>	Turning Radius (m)
<b>Rare</b>	Tread Protrusions

Trail Surfacing					
<input type="checkbox"/>	Natural	<input type="checkbox"/>	Stabilized	<input checked="" type="checkbox"/>	Snow
<input checked="" type="checkbox"/>	Imported	<input type="checkbox"/>	Paved		

## Per Year

(Fill in all that apply)	
1	Trail Opening
12	Tread Repair
12	Drainage Cleanout
Weekends	Enforcement Patrol
12	Brushing
N/A	Snow Grooming
12	Condition Inspection



## Trail Management Objective

 Region:  Trail Manager:  Land Manager: 
Trail Name: Trail Number: Trail Beginning: Beg. Milepost: Trail Ending: End. Milepost: Trail Inventory Length:  km Trail Mileage Source: ☐ Wheel ☐ GPS ☒ Map ☐ Unknown

## TMO Trail Section

n/a

Section Beginning: Beg. Milepost: 

Sec.#

Section End: End. Milepost: 

## Trail Classification

(Check any that apply)

## Trail Type

- ☒ Summer  
☒ Winter  
☐ Water  
☐ Vertical

## Level of Development

- ☐ Developed  
☒ Moderately Developed  
☐ Minimally Developed

## Enthusiast Group

- ☒ Non-Motorized  
☐ Mechanized  
☐ Motorized  
☐ Mixed Use

## Use Type

- ☐ Single-Use  
☒ Multi-Use

## Degree of Challenge

- ☐ Easy  
☒ Moderate  
☐ Difficult  
☐ Most Difficult

## Activity Types

(Check all that apply)

- ☒ Pedestrian  
☐ Equestrian  
☒ X-Country Ski  
☒ Snowshoe  
☐ Cycling / Mountain Biking  
☐ Wheelchair / mobility aids  
☐ Motorized (OHV)  
☐ Motorized (maintenance)  
☐ E-bikes  
☐ Small wheeled (e.g. skateboards)  
☐ Segways

## Design Parameters

(Fill in all that apply)

- Tread Width (m)  
 Target Grade (%)  
 Maximum Grade / Proportion (%)  
 Target Cross-Slope (%)  
 Clearing Width / Height (m)  
 Turning Radius (m)  
 Tread Protrusions

 Trail Surfacing  
☒ Natural Imported ☒ Stabilized Paved ☐ Snow

## Target Frequency

Per Year  
(Fill in all that apply)

- Trail Opening  
 Tread Repair  
 Drainage Cleanout  
 Enforcement Patrol  
 Brushing  
 Snow Grooming  
 Condition Inspection



## Trail Management Objectives

Trail Name: Trail Number: 

## Travel Management Strategies

## Managed Use

(Fill in all that apply)\*

- ☒ Hiker / Pedestrian  
☐ Equestrian  
☐ X-Country Ski  
☐ Snowshoe  
☐ Cycling / Mountain Bike  
☐ Wheelchair / mobility aid  
☐ Motorized (OHV)  
☐ Motorized (maintenance)  
☐ E-bikes  
☐ Segways  
☐ Universal accessibility

From Date (mm/dd)

To Date (mm/dd)

Year round

## Prohibited Use

(Check if applicable)

- ☒ All Motorized Use (OHV)  
 (Or, fill in all that apply)  
☐ Hiker / Pedestrian  
☒ Equestrian  
☐ X-Country Ski  
☐ Snowshoe  
☒ Cycling / Mountain Bike  
☒ Wheelchair / Electric Assist Mobility Aids  
☒ Fat biking  
☒ Segways  
☒ E-bikes

From Date (mm/dd)

To Date (mm/dd)

Year Round

Year Round

Year round

Year round

Year round

Year round

## Other Use

(Optional: Check any that apply)\*

- ☐ Hiker / Pedestrian  
☒ Winter Hiking  
☐ Small wheeled (e.g. skateboards)  
☐ Equestrian  
☐ Electric-assist / mobility aids  
☐ Dog Sledding / Skijoring  
☐ Fat Biking  
☒ Snowshoe  
☒ Cross-Country Skiing  
☐ Segways

Accept

Discourage

Eliminate

x

## Trail User Objectives

- ☒ Escape  
☒ Solitude  
☒ Challenge  
☐ Play  
☒ Nature & Views  
☐ Risk  
☒ Exercise  
☒ Socializing  
☐ Efficiency (Primary user objective)  
☐ Connectivity (Primary user objective)

## Remarks / Reference Information

Allow beginner and intermediate hikers to experience the Canyon in a less busy way. Interpretive signage and periodic rest areas will be incorporated into the trail network but will be minimal so as to retain the natural setting of the canyon bottom.

Trail Designer or

Name Signature Title Date





## Trail Management Objective

 Region:  Trail Manager  Land Manager 
Trail Name: Trail Number: Trail Beginning: Beg. Milepost: Trail Ending: End. Milepost: Trail Inventory Length:  km Trail Mileage Source: ☐ Wheel ☐ GPS ☒ Map ☐ Unknown

## TMO Trail Section

Section Beginning: Beg. Milepost: 

Sec.#

Section End: End. Milepost: 

## Trail Classification

(Check any that apply)

## Trail Type

- ☒ Summer  
☒ Winter  
☐ Water  
☐ Vertical

## Level of Development

- ☐ Developed  
☒ Moderately Developed  
☐ Minimally Developed

## Enthusiast Group

- ☒ Non-Motorized  
☒ Mechanized  
☐ Motorized  
☐ Mixed Use

## Use Type

- ☐ Single-Use  
☒ Multi-Use

## Degree of Challenge

- ☐ Easy  
☒ Moderate  
☐ Difficult  
☐ Most Difficult

## Activity Types

(Check all that apply)

- ☒ Pedestrian  
☐ Equestrian  
☒ X-Country Ski  
☒ Snowshoe  
☒ Cycling / Mountain Biking  
☐ Wheelchair / mobility aids  
☐ Motorized (OHV)  
☐ Motorized (maintenance)  
☒ E-bikes  
☐ Small wheeled (e.g. skateboards)  
☐ Segways  
☐ \_\_\_\_\_  
☐ \_\_\_\_\_  
☐ \_\_\_\_\_

## Design Parameters

(Fill in all that apply)

- Tread Width (m)  
 Target Grade (%)  
 Maximum Grade / Proportion (%)  
 Target Cross-Slope (%)  
 Clearing Width / Height (m)  
 Turning Radius (m)  
 Tread Protrusions

 Trail Surfacing  
☒ Natural Imported ☒ Stabilized Paved ☐ Snow

## Target Frequency

(Fill in all that apply)

- Trail Opening  
 Tread Repair  
 Drainage Cleanout  
 Enforcement Patrol  
 Brushing  
 Snow Grooming  
 Condition Inspection  
 \_\_\_\_\_



## Trail Management Objectives

Trail Name:  Trail Number: 

## Travel Management Strategies

## Managed Use

(Fill in all that apply)\*

- ☒ Hiker / Pedestrian  
☐ Equestrian  
☐ X-Country Ski  
☐ Snowshoe  
☒ Cycling / Mountain Bike  
☐ Wheelchair / mobility aid  
☐ Motorized (OHV)  
☐ Motorized (maintenance)  
☒ E-bikes  
☐ Segways  
☐ Universal accessibility

From Date (mm/dd) To Date (mm/dd)

Year round	
Summer	
Summer	

## Prohibited Use

(Check if applicable)

- ☒ All Motorized Use (OHV)  
 (Or, fill in all that apply)  
☐ Hiker / Pedestrian  
☒ Equestrian  
☐ X-Country Ski  
☐ Snowshoe  
☐ Cycling / Mountain Bike  
☒ Wheelchair / Electric Assist Mobility Aids  
☐ Fat biking  
☒ Segways

From Date (mm/dd) To Date (mm/dd)

Year Round	
Year Round	
Year round	
Year round	

## Other Use

(Optional: Check any that apply)\*

- ☐ Hiker / Pedestrian  
☒ Winter Hiking  
☐ Small wheeled (e.g. skateboards)  
☐ Equestrian  
☐ Electric-assist / mobility aids  
☐ Dog Sledding / Skijoring  
☒ Fat Biking  
☒ Snowshoe  
☒ Cross-Country Skiing  
☐ Segways

Accept	Discourage	Eliminate
<input checked="" type="checkbox"/>		

## Trail User Objectives

- ☒ Escape  
☒ Solitude  
☒ Challenge  
☒ Play  
☒ Nature & Views  
☒ Risk  
☒ Exercise  
☒ Socializing  
☐ Efficiency (Primary user objective)  
☐ Connectivity (Primary user objective)

## Remarks / Reference Information

This natural surface trail network will accommodate hiking but its design will create a fun beginner and intermediate interpretive cycling experience. To enable all weather access to the trail, the detailed design process will consider whether the portions of the trail tread should be enhanced with gravel or other supplements to improve durability during wet conditions and avoid trail erosion and sustainability if used when wet. The network will be organized into a series of stacked loops with filters integrated near each trailhead / access. A variety of beginner and intermediate technical trail features (e.g. rock gardens, berms, skinny's, rollers) will be integrated into the network to add fun, variety and challenge for visitors. Alternative lines will be designed around each technical trail feature to allow visitors to bypass the feature if they don't want to ride it. Appropriate signage, including difficulty, way-markers, risks, technical trail feature warnings will be installed along the network.

Trail Designer or Name Title Signature Date

# **Appendix D:**

## **Competitor Review**

## From Edmonton

### Town of Three Hills - Campgrounds

#### Three Hills Golf Club and Campground

threehillsgolfclub.wixsite.com

Intersection of Township Rd. 313A and Range Rd. 242

403 443 5065

- » Power/water serviced RV lots \$30/day \$180/week
- » Sani-dump station. Playground. Showers.

#### Three Hills Campground [threehills.ca](http://threehills.ca)

1401 2nd St. NE (Hwy 583)

403 443 5822

- » 47 RV sites most fully serviced, power/water/sewer
- » Full service \$30/day \$180/week
- » No service \$15/day \$90/week
- » 6 power only sites winter rate \$30/day \$180/week
- » Camp kitchen area for rent. Showers. Ball diamonds. Play park. Firewood.

#### Braconnier Dam Campground

[kneehillcounty.com/2200/braconnier-dam](http://kneehillcounty.com/2200/braconnier-dam)

#Hwy 21

403 443 5115

- » 10 unserviced sites
- » Tents \$15/night
- » RV \$20/night
- » Picnic tables. Fire pits. Outhouses. Camp kitchen. Potable tap water.

#### Keiver's Lake Campground

[kneehillcounty.com/2198/keivers-lake-campground](http://kneehillcounty.com/2198/keivers-lake-campground)

1 mi. south of Hwy #583 on Range Rd. 26-0

403 443 7308

- » 24 serviced sites \$30/night
- » 10 unserviced sites \$25/night
- » 8 Group sites \$100/night

Playground. Showers/outhouses. Camp Kitchen. Potable tap water. Picnic tables. Fire pits. Basketball courts. Ball diamond.

### Town of Three Hills – Accommodation

#### Best Western Diamond Inn

[bestwestern.ca](http://bestwestern.ca) 403 780 7234

351 7th Ave. North

- » 2.5 Star
- » 52 rooms
- » \$150/night

#### Lamplighter Inn

no URL 403 443 5919

702 2nd St. North

- » 2 star night 23 rooms \$79/

#### Rest Easy Motel

[resteasymotelthreehills.site](http://resteasymotelthreehills.site) 403 443 2188

981 2nd St. North

- » 2 star
- » 21 rooms
- » \$79/night



**Super 8 by Wyndham**

bestwestern.ca 403 7507234

351 7th Ave. North

- » 2.5 star
- » 52 rooms
- » \$150/night

**Village of Carbon – Campgrounds**

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**Main Campground**

villageofcarbon.com/attractions/  
campgrounds

403 572 3244

Caradoc Ave.

- » 3 sites \$30 power/water
- » 9 sites \$32 power/water/sewer
- » 8 sites \$35 50-amp power/water/sewer
- » Camp kitchen      Showers

**East Campground**

villageofcarbon.com/attractions/  
campgrounds

403 572 3244

Rosebud Ave.

- » 6 tent sites \$15 unserviced
- » 16 sites \$30 power/water
- » 8 sites \$35 50-amp power/water/sewer
- » 1 tent cabin \$30 power/water
- » Showers

**East 2 Campground**

villageofcarbon.com/attractions/  
campgrounds

403 572 3244

Hwy 836

- » 18 tent sites
- » \$15 unserviced
- » Showers

**Village of Carbon – Accommodation**

---

**Carbon Valley Hotel and Restaurant**

no URL 403 572 3436

424 Caradoc Ave

- » 2 Star
- » 4 rooms
- » \$54.00/night
- » Restaurant and bar.

**Via Hwys #575 and #806****Acme – Campgrounds**

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**Acme Campground**

acme.ca

Frank Fooks Memorial park in Village of Acme  
(Intersection of #575 and #806)

403 352 0291

- » 16 sites \$25 30-amp power/water
- » Washrooms and Showers.

- » Fire pits.
- » Camp Kitchen.
- » Firewood.

## Beiseker – Campgrounds

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### Beiseker Municipal Campground

0400425.netsolhost.com

485 4th Ave in Beiseker (intersection of #806 and #9)

403 888 9730

- » \$35 Water/power/sewer
- » \$30 water/sewer
- » \$20 Unserviced
- » Showers.
- » Camp Kitchen.
- » Firepits.
- » Dumping Station.
- » Ball Diamonds.
- » Skateboard Park.

## Beiseker – Accommodation

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### Motel 9

beisekermotel9.com

Hwy #9

- » \$70/night.
- » 10 rooms.
- » Air conditioning.
- » Internet.
- » Kitchenette.

### Via Hwy #56 South

#### Starland Recreation Area

starlandcounty.com/sections/visiting-starland-county/starland-public-campgrounds

North of #27 West of #56

403 792 3793

- » \$15/night. 50 unserviced camping sites
- » Picnic Tables.
- » Baseball Diamond.
- » Fishing.
- » Canoeing.

- » Drinking Water.
- » Firewood.

### Hwy #838

#### Bleriot Ferry Campground

www.albertaparks.ca/parks/central/bleriot-ferry-pra

West side of Red Deer River, south off Hwy #838

403 823 1749

- » \$21 per night. 28 unserviced campgrounds.
- » Canoeing and fishing on the Red Deer River.
- » Firepits
- » Picnic shelter
- » Pit toilets
- » Potable tap water.

## From Calgary

Via Hwy #540

### Village of Rosebud

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[www.rosebud.ca](http://www.rosebud.ca)

#### Stage Door B&B

[www.rosebud.ca](http://www.rosebud.ca)

403 677 2397

210 Main St. Near Rosebud Theatre

- » \$118 inc. breakfast
- » Dbl. Occupancy

#### Akokinisky Golf Course

[www.rosebudgolfcourse.com](http://www.rosebudgolfcourse.com)

403 677 2250

3rd Ave. Rosebud

- » 30 sites total \$15 unserviced site per night,
- » \$30 20 amp and water service per night
- » Showers
- » Convenience store

- » Playground
- » Firepits
- » Picnic shelters

#### High Eagle RV Park

[www.higheaglervpark.com](http://www.higheaglervpark.com)

403 677 2577

Hwy #840 South south shore of Rosebud River

- » 60 sites total.
- » \$37 per night for 50-amp power and water service, (\$42 long weekends).
- » \$110 per night for RV rental and site (24 available).
- » Washrooms
- » Showers
- » Convenience store
- » Sani dump
- » Picnic tables.

#### Rosebud Country Inn

[www.rosebudcountryinn.com](http://www.rosebudcountryinn.com)

403 677 2211

111 2nd Ave. east Rosebud

- » \$205 to \$232 per night. 10 rooms, all with an ensuite. Full breakfast included
- » Craft store.

#### Arbour Guest House

[www.arbournquesthouse.com](http://www.arbournquesthouse.com)

403 677 0077

106 Main St.

**2 rooms total. \$145/\$160 per night. Full breakfast included**

Via Hwy #56

### Rosedale

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#### 11 Bridges Campground RV and Cabin Park

[11bridgescampground.ca](http://11bridgescampground.ca)

403 823 2890

332 4th Ave. South on the west side of the Rosebud River in Rosedale



- » \$45 per night fully serviced power/water/ sewer
- » \$40 per night partially serviced power/ water
- » \$35 per night no service
- » \$80 per cabin either queen or 2X twin beds
- » Washrooms
- » Sani dump
- » Firepits
- » Picnic tables
- » Playground
- » Laundromat.
- » \$20 per unserviced site in adjacent campground.

## Wayne

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### Rosedeer Hotel and Campground

[www.visitlastchancesaloon.com](http://www.visitlastchancesaloon.com)

403 823 9189

1900's vintage hotel in Wayne AB very close to Rosedale on Hwy #10X

555 Jewel St.

- » \$65 to \$80 per hotel room dbl. occupancy.
- » Last Chance Saloon restaurant and Bar on site.

# **Appendix E:**

## **Financials**

# Preliminary Financials

The project's pro forma financial model has been prepared to illustrate the potential financial performance of the Canyon once it is built out and in operation. See Appendix E: Financials for a detailed financial analysis. The financials are based on the business model described above (see section 7.6.14) which assumes the County will build, own and utilize a hybrid operational approach that has third party as well as County staff operating elements of the infrastructure. Though we anticipate a hybrid approach for operations of visitor services in the Canyon, the financials have been prepared based on the assumption that if the County can operate the business on a profitable basis, then it is likely that a private sector, third party provider will be able to make the enterprise profitable as well. We recognize that, in some instances, the operations of certain services may require a skill set that is too difficult or complicated for the County to deliver. Hot air ballooning would be an example of such an activity. In this instance, having the activity provided by a third party who pays an operational fee to the County is far less risky and ultimately a better option for the municipality to pursue. In other instances, the County may simply not have the capacity nor the desire to develop

the capacity necessary to manage a certain part of the business.

The financials are based on Class D order of magnitude capital cost estimates, actual County costs and approximate operational costs extrapolated from other destinations and operations. As the projections show, the Canyon operation should show a modestly profitable Earnings before Interest, Taxes and Amortization (EBITA) by year five.

The financials do not reflect any borrowing costs as it is unknown as to the rates and terms that Kneehill would be offered. Also that the financials will change if the accommodations/pavilion restaurant and trails/funicular are not all available. Additionally, if the building is phased the financial performance will depend upon what components of the building are available.

The estimated financial performance is based upon the following conservative assumptions:

## Operating Season, Capacity & Rates

- » The operating season is from April 15th to September 30th, (approximately 165 days) despite all the buildings being capable of

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***The Canyon operation should show a modestly profitable EBITA by year five.***

---

supporting winter operations.

- » We assume the major of visitation will continue to occur in the peak seasons and growth will occur in the shoulder seasons. Winter visitation is uncertain. The visitation numbers for 2017 for the Royal Tyrrell Museum transition from a high of 128,015 guests in July and 126,763 in August to 6,286 in December and 5,476 in January. This suggests that the current visitation to Horseshoe Canyon over the primary winter months is also likely very low. Therefore, only a few, specific, weekend-long winter programs be run as a pilot project in order to try and gauge what the appetite for these programs might be without having to risk a large financial loss. These potential revenues have not been included in the financial projections.
- » There are 12 yurts and 15 tent spaces available in total (Phase 1 build outs).



- » Yurts will cost \$150 per night in peak season and \$120 per night in the shoulder seasons (conservative pricing). The tent sites cost \$25 per night. The rates for the yurts and the tent sites are per night and do not include any premium for additional occupants past the normal double occupancy. Recognizing the proximity to Drumheller and the lack of competitive product these should be conservative projections.
- » Guided interpretive cycling service can accommodate 12 guests X 4 rides (1.5 hr.) per day, for a daily total of 48 guests. The cost of a guided mountain bike tour is \$25 per person.
- » Guided hiking service can accommodate 20 guests X 4 hikes (1.5 hr.) per day, for a daily total of 80 guests. The cost of a guided hike is \$10 per person.
- » The restaurant can serve 36 guests in one sitting X 3 sitting per day for a total of 108 meals served daily. \$20 is the average spend per meal.

### Staffing

The staffing requirements and estimated costs to deliver the proposed minimum service levels at the site for the Yurts, Tent Sites, Pavilion and Guided Activities are identified in the financial projects. To operate the revenue generating components of the Canyon, the following staff will be required:

- » One salaried Manager
- » Hourly Registration/Reservations

- » Hourly Mountain Bike Guide
- » Hourly Hiking Guide,
- » Hourly Line Cook
- » Hourly Prep Cook
- » Hourly Server
- » Hourly Bussing/Dishwasher,
- » Hourly Facility Maintenance (1-1.5)
- » Bookkeeper (Part-Time)
- » Housekeeping/Cleaner (1-1.5).

Other than the salaried Manager, all other positions have been costed based on coverage for the identified number of days the position is required. For example, the Line Cook position is costed for 173 days to cover the open season plus pre and post restaurant preparations. The number of employees required to meet the position needs have not been estimated. This same approach is used for every position.

At start up, each of the identified positions will have one individual on-site every day for the operational season. Two positions (facility maintenance and housekeeping) are expected to grow to 1.5 per day (on average) based on increasing sales. If sales exceed projections, then staffing increases would need to occur to match the service requirements.

### Occupancy Projections

- » The average occupancy for the yurts (as a % of capacity) in the shoulder seasons is

46.7% in year one.

- » The average occupancy for the yurts (as a % of capacity) in the peak seasons is 66.7% in year one.
- » The average participation rate (as a % of capacity) for the activities is 54.5% in year one.
- » The average participation in the restaurant (as a % of capacity) is 56.4% in year one.

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***The financial model is based on Class D order of magnitude cost estimates, current market expectations and transparent assumptions. Should these expectations or assumptions prove incorrect, actual results, performance or achievement, may vary materially from these estimates.***

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### Inclusions & Exclusions

- » Accounting and bank fees have been included in the calculations.
- » Depreciation and the cost of servicing any

required debt has not been included.

- » A payroll tax of 10.5% inclusive of WCB costs has been included.
- » It is most important to note that the potential revenues do not include the following revenue opportunities which will be pursued:
  - > Special event sales such as weddings, meetings, special interest groups, food and beverage events etc.
  - > No other activities are included for revenue purposes, other than guided hiking and mountain biking. The costs for these biking and hiking activities is intentionally low.
  - > No leases, permits or revenue sharing from third party operators or for special permits issued for the use of the site (e.g. filming) have been included.
  - > No retail sales are included.
  - > No food and beverage sales for take-out, snacks or any other offerings other than the three meals in the dining room are included.
  - > Each of the included three meal sittings assume one sitting each in the projections when, in fact, turnover may be possible.
  - > The fees for the yurts have been chosen specifically to be less than the rates charged by hotel/motels in Drumheller. They do not recognize any premium for the uniqueness, quality or location of the

Canyon accommodation. It is therefore assumed that there will be an opportunity to increase these rates over the five-year projection period; however, no increases are included in the calculations.

- > Group sales, including wholesaler referrals.

These revenues streams have been excluded from the financial model as the revenue amounts

for each can not be reasonably estimated in this stage of planning and out of an attempt to demonstrate that the investment in the Canyon can be economically viable even with the conservative revenue projections. It also needs to be recognized that the indirect and induced economic impacts of development and operations of the Canyon have not been included and could be considerable.



Personnel Worksheet														
Hourly/Day Rate Staff	Hourly	Day Rate	Season (Days)	Sub-Total	# Positions Year 1	Total Year 1	# Positions Year 2	Total Year 2	# Positions Year 3	Total Year 3	# Positions Year 4	Total Year 4	# Positions Year 5	Total Year 5
Manager	Salary				1.00	\$48,000	1.00	\$48,000	1.00	\$48,000	1.00	\$48,000	1.00	\$48,000
Registration/Reservations	\$18.00	\$144	200	\$28,800	1.00	\$28,800	1.00	\$28,800	1.00	\$28,800	1.00	\$28,800	1.00	\$28,800
Cycling Guide	\$22.00	\$176	173	\$30,448	1.00	\$30,448	1.00	\$30,448	1.00	\$30,448	1.00	\$30,448	1.00	\$30,448
Hiking Guide	\$22.00	\$176	173	\$30,448	1.00	\$30,448	1.00	\$30,448	1.00	\$30,448	1.00	\$30,448	1.00	\$30,448
Funicular Operator (10 Hour Coverage)	\$20.00	\$200	173	\$34,600	1.00	\$34,600	1.00	\$34,600	1.00	\$34,600	1.00	\$34,600	1.00	\$34,600
Line Cook (1)	\$22.00	\$176	173	\$30,448	1.00	\$30,448	1.00	\$30,448	1.00	\$30,448	1.00	\$30,448	1.00	\$30,448
Prep Cook (1)	\$20.00	\$160	173	\$27,680	1.00	\$27,680	1.00	\$27,680	1.00	\$27,680	1.00	\$27,680	1.00	\$27,680
Servers (1)	\$16.00	\$128	170	\$21,760	1.00	\$21,760	1.00	\$21,760	1.00	\$21,760	1.00	\$21,760	1.00	\$21,760
Bussing/Dishwasher (1)	\$15.00	\$120	170	\$20,400	1.00	\$20,400	1.00	\$20,400	1.00	\$20,400	1.00	\$20,400	1.00	\$20,400
Facility Maintenance (1 - 1.5)	\$20.00	\$160	200	\$32,000	1.00	\$32,000	1.00	\$32,000	1.50	\$48,000	1.50	\$48,000	1.50	\$48,000
Bookkeeper (Part-Time)	\$25.00	\$200	30	\$6,000	1.00	\$6,000	1.00	\$6,000	1.00	\$6,000	1.00	\$6,000	1.00	\$6,000
Housekeeping/Cleaner (1-1.5)	\$16.00	\$128	173	\$22,144	1.00	\$22,144	1.00	\$22,144	1.50	\$33,216	1.50	\$33,216	1.50	\$33,216



Projected Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
Manager	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000
Registration/ Reservations	\$28,800	\$28,800	\$28,800	\$28,800	\$28,800
Cycling Guide	\$30,448	\$30,448	\$30,448	\$30,448	\$30,448
Hiking Guide	\$30,448	\$30,448	\$30,448	\$30,448	\$30,448
Funicular Operator	\$34,600	\$34,600	\$34,600	\$34,600	\$34,600
Line Cook (1)	\$30,448	\$30,448	\$30,448	\$30,448	\$30,448
Prep Cook (1)	\$27,680	\$27,680	\$27,680	\$27,680	\$27,680
Servers (1)	\$21,760	\$21,760	\$21,760	\$21,760	\$21,760
Bussing/ Dishwasher (1)	\$20,400	\$20,400	\$20,400	\$20,400	\$20,400
Facility Maintenance (1)	\$32,000	\$32,000	\$48,000	\$48,000	\$48,000
Bookkeeper (Part- Time)	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Housekeeping/ Cleaner (1)	\$22,144	\$22,144	\$33,216	\$33,216	\$33,216
<b>Total Payroll</b>	<b>\$332,728</b>	<b>\$332,728</b>	<b>\$359,800</b>	<b>\$359,800</b>	<b>\$359,800</b>

Projected Sales Forecast Worksheet: Year 1						
Operating Months	April	May	June	July	August	September
Operating Days	15	31	30	31	31	30
Yurt Occupancy Rate	35%	45%	60%	70%	70%	60%
Activity Occupancy Rate	30%	45%	55%	60%	60%	50%
Restaurant Occupancy Rate	35%	45%	55%	60%	60%	55%
Funicular Occupancy Rate	30%	40%	50%	55%	55%	50%
Unit Sales						
Yurt Capacity	12	12	12	12	12	12
Yurt Sales	63	167	216	260	260	216
Guided Interpretive Cycling Capacity	48	48	48	48	48	48
Guided Interpretive Cycling Sales	216	670	792	892.8	892.8	720
Guided Interpretive Hiking Capacity	80	80	80	80	80	80
Guided Interpretive Hiking Sales	360	1116	1320	1488	1488	1200
Restaurant Capacity	108	108	108	108	108	108
Restaurant Sales	567	1507	1782	2009	2009	1782
Funicular Daily Capacity Estimate (10 Hours)	1200	1200	1200	1200	1200	1200
Funicular Sales	\$5400	\$14880	\$18000	\$20460	\$20460	\$18000
Unit Prices						
Shoulder Season Yurt	\$120	\$120	N/A	N/A	N/A	\$120
Summer Season Yurt	N/A	N/A	\$150	\$150	\$150	N/A
Guided Interpretive Cycle	\$25	\$25	\$25	\$25	\$25	\$25
Guided Interpretive Hike	\$10	\$10	\$10	\$10	\$10	\$10
Restaurant Average Sale	\$20	\$20	\$20	\$20	\$20	\$20
Funicular Per Person	\$2	\$2	\$2	\$2	\$2	\$2
Sales						
Shoulder/Summer Season Yurt	\$7,560	\$20,088	\$32,400	\$39,060	\$39,060	\$25,920
Guided Interpretive Cycle	\$5,400	\$16,740	\$19,800	\$22,320	\$22,320	\$18,000
Guided Interpretive Hike	\$3,600	\$11,160	\$13,200	\$14,880	\$14,880	\$12,000
Restaurant Average Sale	\$11,340	\$30,132	\$35,640	\$40,176	\$40,176	\$35,640
Funicular	\$10,800	\$29,760	\$36,000	\$40,920	\$40,920	\$36,000
<b>Total Monthly Sales</b>	<b>\$38,700</b>	<b>\$107,880</b>	<b>\$137,040</b>	<b>\$157,356</b>	<b>\$157,356</b>	<b>\$127,560</b>

Projected Sales Forecast Worksheet: Year 2						
Operating Months	April	May	June	July	August	September
Operating Days	15	31	30	31	31	30
Yurt Occupancy Rate	45%	55%	65%	75%	75%	65%
Activity Occupancy Rate	35%	50%	60%	65%	65%	55%
Restaurant Occupancy Rate	40%	50%	60%	65%	65%	55%
Funicular Occupancy Rate	35%	45%	55%	60%	60%	55%
Unit Sales						
Yurt Capacity	12	12	12	12	12	12
Yurt Sales	81	205	234	279	279	234
Guided Interpretive Cycling Capacity	48	48	48	48	48	48
Guided Interpretive Cycling Sales	252	744	864	967.2	967.2	792
Guided Interpretive Hiking Capacity	80	80	80	80	80	80
Guided Interpretive Hiking Sales	420	1240	1440	1612	1612	1320
Restaurant Capacity	108	108	108	108	108	108
Restaurant Sales	648	1674	1944	2176	2176	1782
Funicular Daily Capacity Estimate (10 Hours)	1200	1200	1200	1200	1200	1200
Funicular Sales	6300	16740	19800	22320	22320	19800
Unit Prices						
Shoulder Season Yurt	\$120	\$120	N/A	N/A	N/A	\$120
Summer Season Yurt	N/A	N/A	\$150	\$150	\$150	N/A
Guided Interpretive Cycle	\$25	\$25	\$25	\$25	\$25	\$25
Guided Interpretive Hike	\$10	\$10	\$10	\$10	\$10	\$10
Restaurant Average Sale	\$20	\$20	\$20	\$20	\$20	\$20
Funicular Per Person	\$2	\$2	\$2	\$2	\$2	\$2
Sales						
Shoulder/Summer Season Yurt	\$9,720	\$24,552	\$35,100	\$41,850	\$41,850	\$28,080
Guided Interpretive Cycle	\$6,300	\$18,600	\$21,600	\$24,180	\$24,180	\$19,800
Guided Interpretive Hike	\$4,200	\$12,400	\$14,400	\$16,120	\$16,120	\$13,200
Restaurant Average Sale	\$12,960	\$33,480	\$38,880	\$43,524	\$43,524	\$35,640
Funicular	\$12,600	\$33,480	\$39,600	\$44,640	\$44,640	\$39,600
<b>Total Monthly Sales</b>	<b>\$45,780</b>	<b>\$122,512</b>	<b>\$149,580</b>	<b>\$170,314</b>	<b>\$170,314</b>	<b>\$136,320</b>



Projected Sales Forecast Overview					
Fiscal Year	Year 1	Year 2	Year 3	Year 4	Year 5
Yurt Shoulder Average Occupancy Rate	46.7%	55.0%	60%	65%	70%
Yurt Summer Average Occupancy Rate	66.7%	71.7%	75%	80%	85%
Activity Occupancy Rate	54.5%	60.0%	65%	70%	75%
Restaurant Occupancy Rate	56.4%	60.9%	63%	65%	68%
Funicular Occupancy Rate	50.9%	56.4%	60%	65%	70%
Unit Sales					
Yurt Shoulder Season Sales	446	520	547	593	638
Yurt Summer Season Sales	737	792	828	883	938
Guided Interpretive Cycle Sales	4183	4586	5242	5645	6048
Guided Interpretive Hiking Sales	6972	7644	8736	9408	10080
Restaurant Sales	9655	10400	11431	11794	12338
Funicular Sales	97200	107280	120960	131040	141120
Unit Prices					
Shoulder Season Yurt	\$120	\$120	\$120	\$120	\$120
Summer Season Yurt	\$150	\$150	\$150	\$150	\$150
Guided Interpretive Mountain Bike	\$25	\$25	\$25	\$25	\$25
Guided Interpretive Hike	\$10	\$10	\$10	\$10	\$10
Restaurant Average Sale	\$20	\$20	\$20	\$20	\$20
Funicular Per Person	\$2	\$2	\$2	\$2	\$2
Sales					
Shoulder/Summer Season Yurt	\$164,088	\$181,152	\$189,864	\$203,616	\$217,368
Guided Interpretive Mountain Bike	\$104,580	\$114,660	\$131,040	\$141,120	\$151,200
Guided Interpretive Hike	\$69,720	\$76,440	\$87,360	\$94,080	\$100,800
Restaurant Average Sale	\$193,104	\$208,008	\$228,614	\$235,872	\$246,758
Funicular	\$194,400	\$214,560	\$241,920	\$262,080	\$282,240
<b>Total Sales</b>	<b>\$725,892</b>	<b>\$794,820</b>	<b>\$878,798</b>	<b>\$936,768</b>	<b>\$998,366</b>

**Projected Profit and Loss - 100% Equity**

<b>Fiscal Year</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Sales					
Total Sales	\$725,892	\$794,820	\$878,798	\$936,768	\$998,366
<b>Expenses</b>					
Payroll	\$332,728	\$332,728	\$359,800	\$359,800	\$359,800
Payroll Taxes @ 10.5% (incl. WCB)	\$34,936	\$34,936	\$37,779	\$37,779	\$37,779
Insurance	\$20,000	\$20,400	\$20,808	\$21,224	\$21,649
Telephone	\$3,000	\$3,150	\$3,308	\$3,473	\$3,647
Accounting/Bank Fees	\$2,500	\$2,625	\$2,756	\$2,894	\$3,039
Cleaning Supplies	\$2,500	\$2,625	\$2,756	\$2,894	\$3,039
Kitchen Supplies	\$3,000	\$3,150	\$3,308	\$3,473	\$3,647
Facility & Linen Supplies	\$3,000	\$3,150	\$3,308	\$3,473	\$3,647
Freight	\$1,500	\$1,575	\$1,654	\$1,736	\$1,823
Automobile Expenses	\$20,000	\$21,000	\$22,050	\$23,153	\$24,310
Fuel/Propane	\$25,000	\$26,250	\$27,563	\$28,941	\$30,388
Office Expenses	\$1,500	\$1,575	\$1,654	\$1,736	\$1,823
Bike Repair and Maintenance	\$2,000	\$2,100	\$2,205	\$2,315	\$2,431
Food Costs @ 50% Sales	\$96,552	\$104,004	\$114,307	\$117,936	\$123,379
<b>Total Operating Expenses</b>	<b>\$548,216</b>	<b>\$559,268</b>	<b>\$603,254</b>	<b>\$610,827</b>	<b>\$620,399</b>
<b>EBITDA</b>	<b>\$177,676</b>	<b>\$235,552</b>	<b>\$275,544</b>	<b>\$325,941</b>	<b>\$377,967</b>
<b>Net Profit/Sales</b>	<b>24.5%</b>	<b>29.6%</b>	<b>31.4%</b>	<b>34.8%</b>	<b>37.9%</b>

# **Appendix F:**

## **Capital Cost**

## **Estimates**



# Pavilion Node

Horseshoe Canyon - Pavilion Node Capital Budget Estimates							
Pavilion Building	Number	Sq. Ft.	Aggregate Cost/Sq. Ft.	Extended	Average % FF & E	FF & E Per Area	Estimate
Kitchen/Back of House	1	500	\$325	\$162,500	45%	\$73,125	\$235,625
Dining Room	1	800	\$225	\$180,000	20%	\$36,000	\$216,000
Retail	1	500	\$225	\$112,500	15%	\$16,875	\$129,375
Activity Room	1	200	\$225	\$45,000	15%	\$6,750	\$51,750
Education Room	1	700	\$250	\$175,000	25%	\$43,750	\$218,750
Registration	1	150	\$150	\$22,500	15%	\$3,375	\$25,875
Administration Office	1	150	\$150	\$22,500	15%	\$3,375	\$25,875
Washrooms	1	500	\$350	\$175,000	30%	\$52,500	\$227,500
Pavilion Exterior Deck	1	4250	\$20	\$85,000	5%	\$4,250	\$89,250
Pavilion Viewing Platform	1	750	\$100	\$75,000	5%	\$3,750	\$78,750
<b>Pavilion Sub-Total</b>				<b>\$1,055,000</b>		<b>\$243,750</b>	<b>\$1,298,750</b>
Infrastructure	Number	Sq. Ft. or Linear Ft.	Cost/Sq. or Linear Ft.	Extended	Average % FF & E	FF & E Per Area	Estimate
Pavilion Look-Out Points	3	500	\$60	\$90,000		\$-	\$90,000
Pavilion Parking Lots	1	57000	\$6	\$342,000		\$-	\$342,000
Pavilion Roads	1	5000	\$6	\$30,000		\$-	\$30,000
Pavilion Road Round-about	1			\$30,000		\$-	\$30,000
Pavilion Exterior Lighting	20		\$3,500	\$70,000		\$-	\$70,000
Pavilion Landscaping	1			\$50,000		\$-	\$50,000
Signage (Interpretive, Regulatory, Wayfinding)				\$20,000		\$-	\$20,000
Excavation/Groundworks/Landscaping	1		\$40,000	\$40,000		\$-	\$40,000
<b>Sub-total Infrastructure</b>				<b>\$672,000</b>		<b>\$-</b>	<b>\$672,000</b>
<b>Construction Estimate Total</b>				<b>\$1,727,000</b>	<b>\$-</b>	<b>\$243,750</b>	<b>\$1,970,750</b>

Horseshoe Canyon - Pavilion Node Capital Budget Estimates	
Equipment & Fixtures	
Waste Receptables (6)	\$15,000
Benches (10)	\$24,000
Equipment Total	<b>\$39,000</b>

Horseshoe Canyon - Pavilion Node Capital Budget Estimates	
Soft Costs Estimate	
Architectural, Site Planning & Engineering @ 15%	\$295,613
TOTAL:	<b>\$295,613</b>

Horseshoe Canyon - Pavilion Node Capital Budget Estimates	
Total Pavilion Node Estimate Summary	
Construction	\$1,970,750
Equipment	\$39,000
Soft Costs	\$295,613
Sub-Total	<b>\$2,305,363</b>
Construction Management Fees @ 20%	\$394,150
Total Estimated Costs	<b>\$2,699,513</b>

# Accommodation Node

Horseshoe Canyon - Accommodation Node Capital Budget Estimates							
Accommodations	Number	Sq. Ft.	Aggregate Cost/Sq. Ft.	Extended	Average % FF & E	FF & E Per Area	Estimate
12 Yurts, Including Basic Decks	12		\$45,000	\$540,000	25%	\$135,000	\$675,000
6 Cantilevered Yurt Decks	6		\$50,000	\$300,000	0%	\$-	\$300,000
15 Wood Decked Tent Pads c/w 15 amp service	15		\$1,500	\$22,500	10%	\$2,250	\$24,750
Gravel Road & Parking for Yurt Access	1	21500	\$4	\$86,000	0%	\$-	\$86,000
Communal Fire Pit & Seats	2		\$2,000	\$4,000	0%	\$-	\$4,000
Picnic Tables	27		\$1,500	\$40,500	0%	\$-	\$40,500
Gravel Pathways	1	1000	\$20	\$20,000	0%	\$-	\$20,000
Shower/Toilet Building	2	800	\$400	\$320,000	35%	\$112,000	\$432,000
Sub-Total Accommodations				\$1,333,000		\$249,250	\$1,582,250
Ancillary/Support Buildings	Number	Sq. Ft.	Aggregate Cost/Sq. Ft.	Extended	Average % FF & E	FF & E Per Area	\$-
Equipment & Cycling Storage	2	800	\$20	\$16,000	10%	\$1,600	\$17,600
Sub-Total Aux. Buildings		800		\$16,000		\$1,600	\$17,600
Infrastructure	Number	Sq. Ft. or Linear Ft.	Cost/Sq. or Linear Ft.	Extended	Average % FF & E	FF & E Per Area	Estimate
Road to Comfort Camping Area	1	50000	\$4	\$200,000	0%	\$-	\$200,000
Signage (Interpretive, Regulatory, Wayfinding)				\$15,000		\$-	\$15,000
Excavation/Groundworks/Landscaping	1		\$20,000	\$20,000		\$-	\$20,000
Sub-Total Infrastructure				\$235,000		\$-	\$235,000
Construction Estimate Total				\$1,584,000		\$250,850	\$1,834,850

Horseshoe Canyon - Accommodation Node Capital Budget Estimates	
Equipment & Fixtures	
Waste Receptables (3)	\$7,500
Bicycles & Associated Equipment	\$50,000
Maintenance Equipment	\$15,000
<b>Equipment Total</b>	<b>\$72,500</b>

Horseshoe Canyon - Accommodation Node Capital Budget Estimates	
Operations Development Fees	
Guide Certification and In-House Training	\$10,000
Human Resources Management	\$12,000
General Staff Training	\$7,500
Food & Beverage Program Creation	\$12,500
Health & Safety Program	\$5,000
<b>TOTAL:</b>	<b>\$47,000</b>

Horseshoe Canyon - Accommodation Node Capital Budget Estimates	
Soft Costs Estimate	
Architectural, Site Planning & Engineering @ 15%	\$275,228
Operations Development Estimates	\$47,000
<b>TOTAL:</b>	<b>\$322,228</b>

Horseshoe Canyon - Accommodation Node Capital Budget Estimates	
Total Accommodation Node Estimate Summary	
Construction	\$1,834,850
Equipment	\$72,500
Soft Costs	\$322,228
<b>Sub-Total</b>	<b>\$2,229,578</b>
Construction Management Fees @ 20%	\$366,970
<b>Total Estimated Costs</b>	<b>\$2,596,548</b>



# Day Use Node

Horseshoe Canyon - Day Use Node Capital Budget Estimates							
Day Use Facilities	Number	Sq. Ft.	Aggregate Cost/Sq. Ft.	Extended	Average % FF & E	FF & E Per Area	Estimate
Natural Play Area	1			\$150,000		\$-	\$150,000
Day Use Parking Lot (Asphalt)	1	60000	\$6	\$360,000		\$-	\$360,000
Day Use Parking Lot Lighting	1			\$100,000		\$-	\$100,000
Curb Stops for Parking Lot	128		\$130	\$16,640		\$-	\$16,640
Boardwalk (Between Day Use and Pavilion)	1	350	\$250	\$87,500		\$-	\$87,500
Boardwalk Lighting				\$25,000		\$-	\$25,000
Bioswales & Planting				\$50,000		\$-	\$50,000
Gateway Signage				\$40,000		\$-	\$40,000
Signage (Interpretive, Regulatory, Wayfinding)				\$10,000		\$-	\$10,000
Excavation/Groundworks/Landscaping	1			\$25,000		\$-	\$25,000
<b>Construction Estimate Total</b>				<b>\$864,140</b>		<b>\$-</b>	<b>\$864,140</b>

Horseshoe Canyon - Day Use Node Capital Budget Estimates	
Equipment & Fixtures	
Waste Receptables (3)	\$7,500
Benches (10)	\$24,000
<b>Equipment Total</b>	<b>\$31,500</b>

Horseshoe Canyon - Day Use Node Capital Budget Estimates	
Soft Costs Estimate	
Architectural, Site Planning & Engineering @ 15%	\$129,621
<b>TOTAL:</b>	<b>\$129,621</b>

Horseshoe Canyon - Day Use Node Capital Budget Estimates	
Total Day Use Node Estimate Summary	
Construction	\$864,140
Equipment	\$31,500
Soft Costs	\$129,621
<b>Sub-Total</b>	<b>\$1,025,261</b>
Construction Management Fees @ 20%	\$172,828
<b>Total Estimated Costs</b>	<b>\$1,198,089</b>

# Trails and Funicular Node

Horseshoe Canyon - Trails & Funicular Node Capital Budget Estimates							
Day Use Facilities	Number	Sq. Ft.	Aggregate Cost/Sq. Ft.	Extended	Average % FF & E	FF & E Per Area	Estimate
Cycling & Hiking Canyon Bottom Trail	1	16000	\$10	\$160,000		\$-	\$160,000
Existing Trail Restoration	1	18000	\$10	\$180,000		\$-	\$180,000
Canyon Bottom Accessible Trail	1	745	\$1,000	\$745,000		\$-	\$745,000
Canyontop Promenade (Around Facilities)	1	3000	\$20	\$60,000		\$-	\$60,000
Canyon Top Pathway	1	22000	\$10	\$220,000		\$-	\$220,000
NCC Hiking Trail	1	16000	\$10	\$160,000		\$-	\$160,000
Signage (Interpretive, Regulatory, Wayfinding)				\$20,000		\$-	\$20,000
Funicular	1			\$1,000,000		\$-	\$1,000,000
<b>Construction Estimate Total</b>				<b>\$2,545,000</b>		<b>\$-</b>	<b>\$2,545,000</b>

Horseshoe Canyon - Trails & Funicular Node Capital Budget Estimates	
Equipment & Fixtures	
Waste Receptables (3)	\$7,500
<b>Equipment Total</b>	<b>\$7,500</b>

Horseshoe Canyon - Trails & Funicular Node Capital Budget Estimates	
Soft Costs Estimate	
Architectural, Site Planning & Engineering @ 15%	\$381,750
<b>TOTAL:</b>	<b>\$381,750</b>

Horseshoe Canyon - Trails & Funicular Node Capital Budget Estimates	
Total Trails & Funicular Node Estimate Summary	
Construction	\$2,545,000
Equipment	\$7,500
Soft Costs	\$381,750
<b>Sub-Total</b>	<b>\$2,934,250</b>
Construction Management Fees @ 20%	\$509,000
<b>Total Estimated Costs</b>	<b>\$3,443,250</b>

# Servicing Requirements

Horseshoe Canyon - Servicing Requirements Capital Budget Estimates							
Day Use Facilities	Number	Sq. Ft.	Aggregate Cost/Sq. Ft.	Extended	Average % FF & E	FF & E Per Area	Estimate
Water System				\$100,000		\$-	\$100,000
Underground Power/Distribution Grid	1	7500	\$30	\$225,000		\$-	\$225,000
Septic Pump-Outs (Pavilion, Yurts, Toilet/Shower Units)				\$50,000		\$-	\$50,000
<b>Construction Estimate Total</b>				<b>\$375,000</b>		<b>\$-</b>	<b>\$375,000</b>

Horseshoe Canyon - Servicing Requirements Capital Budget Estimates	
Soft Costs Estimate	
Architectural, Site Planning & Engineering @ 15%	\$56,250
<b>TOTAL:</b>	<b>\$56,250</b>

Horseshoe Canyon - Servicing Requirements Capital Budget Estimates	
Total Servicing Requirements Estimate Summary	
Construction	\$375,000
Soft Costs	\$56,250
<b>Sub-Total</b>	<b>\$431,250</b>
Construction Management Fees @ 20%	\$75,000
<b>Total Estimated Costs</b>	<b>\$506,250</b>

# Total Project Estimate Summary

Horseshoe Canyon - Total Project Estimate Summary	
Pavilion Node Estimate	\$2,699,513
Accommodation Node Estimate	\$2,596,548
Day Use Node Estimate	\$1,198,089
Trails & Funicular Estimate	\$3,443,250
Servicing Requirements Estimate	\$506,250
Total Estimated Costs	<b>\$10,443,649</b>



