

HORSESHOE CANYON

2024 HORSESHOE CANYON MASTER PLAN



BACKGROUND

Administration has created this revised 2024 Horseshoe Canyon Master Plan utilizing Council's feedback from Committee of the Whole discussions, the 2019 HSC MP, and the 2021 Focus Group Recommendations.

Changes made since the June 26 Committee of the Whole Meeting include:

- Adding references to the 2021 Focus Group initiative assessment questions on pages 6, 9, 78 and 84:
 - *Does the initiative preserve the spirit of place at Horseshoe Canyon?*
 - *Does the initiative sustain and protect the natural state of Horseshoe Canyon?*
 - *Is the initiative economically and financially feasible and sustainable over time?*
- Adding in the foreword thanking all those who have worked on this project through the years.
- Added updated graphs and statistics to the existing visitation section
- Updating numbering and fixing grammatical errors.

MASTER PLAN LAYOUT

Executive Summary

Introduction

- 1.1. Purpose
- 1.2. Planning Process
- 1.3. Engagement Process

Site Context Details

- 2.1. Location
- 2.2. History of Horseshoe Canyon

2.3.

Existing Site Conditions

- 3.1. Land Ownership, Municipal Zoning & Restrictive Covenant
- 3.2. Current Visitor Activities & Amenities
- 3.3 Ecological Resources
- 3.4 Historic Resources
- 3.5 Visitor Impacts

Economic Development

- 4.1. Economic Re-direction
- 4.2. Co-opetition and Collaboration
- 4.3 Local and Regional Planning & Policy Direction

Target Markets & Market Expectations

- 5.1. Existing Visitation
- 5.2. Local Community & Stakeholder Desires
- 5.3. Markets of Greatest Potential

Competitive Landscape

Destination Analysis

- 7.1. Life Cycle Analysis
- 7.2. SWOT Analysis

Horseshoe Canyon's Future

- 8.1. Exceptional Canyon Experiences

Strategies and Actions

Implementation Plan

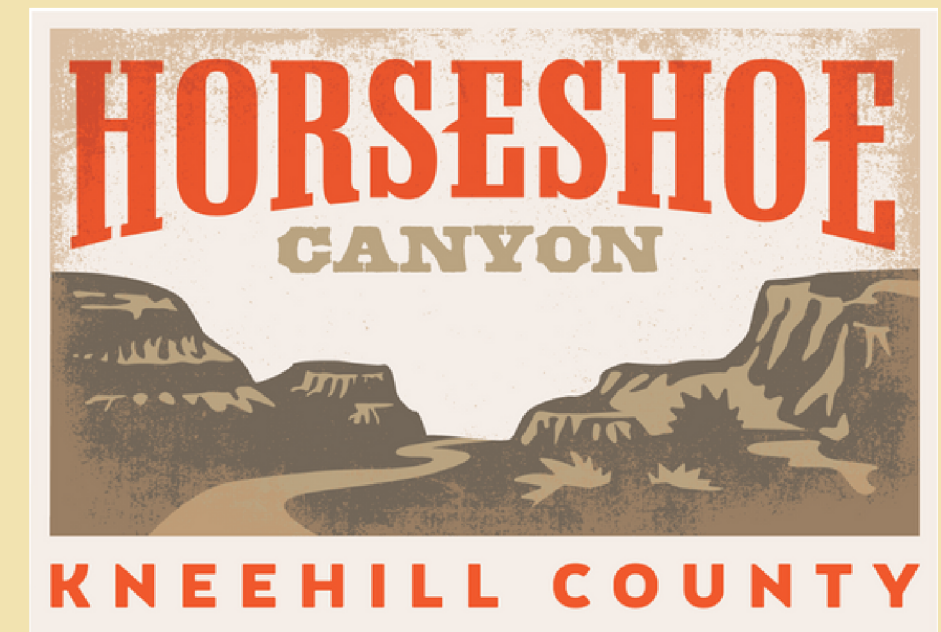
Appendixes

- A) Restrictive Covenant
- B) What we heard Summary
- C) Focus Group Recommendations
- D) Regional Inventory

EXECUTIVE SUMMARY

Contents:

- Introductory statement
- Alignment to the Kneehill County Strategic Plan
- Market Research and Needs Assessment
- Plan at a Glance
- Outcomes
 - Positive Visitor Experience
 - Economic Benefit
 - Responsible Management
- Strategies
- Site Plan Overview Map

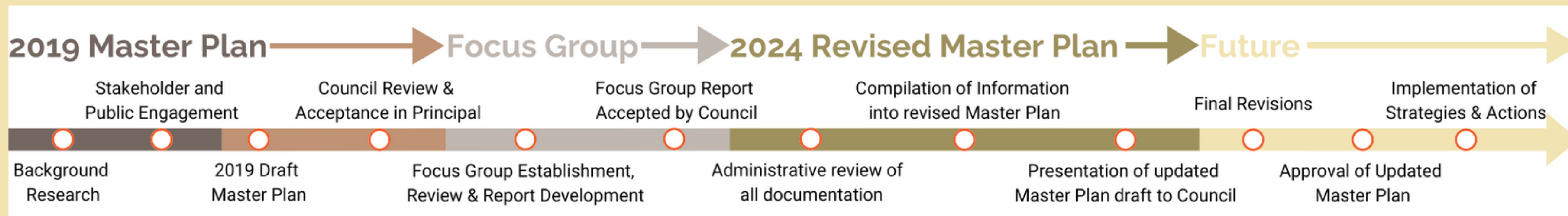


INTRODUCTION

PURPOSE

- Identification of the primary target markets to attract to the Canyon and their visitor experience expectations;
- The infrastructure and amenities that will need to be developed to facilitate quality visitor experiences in the Canyon;
- Essential management strategies to ensure visitation is appropriately understood and managed to minimize impacts to the Canyon, and
- Direction for the development of key partnerships and collaboration

PLANNING PROCESS

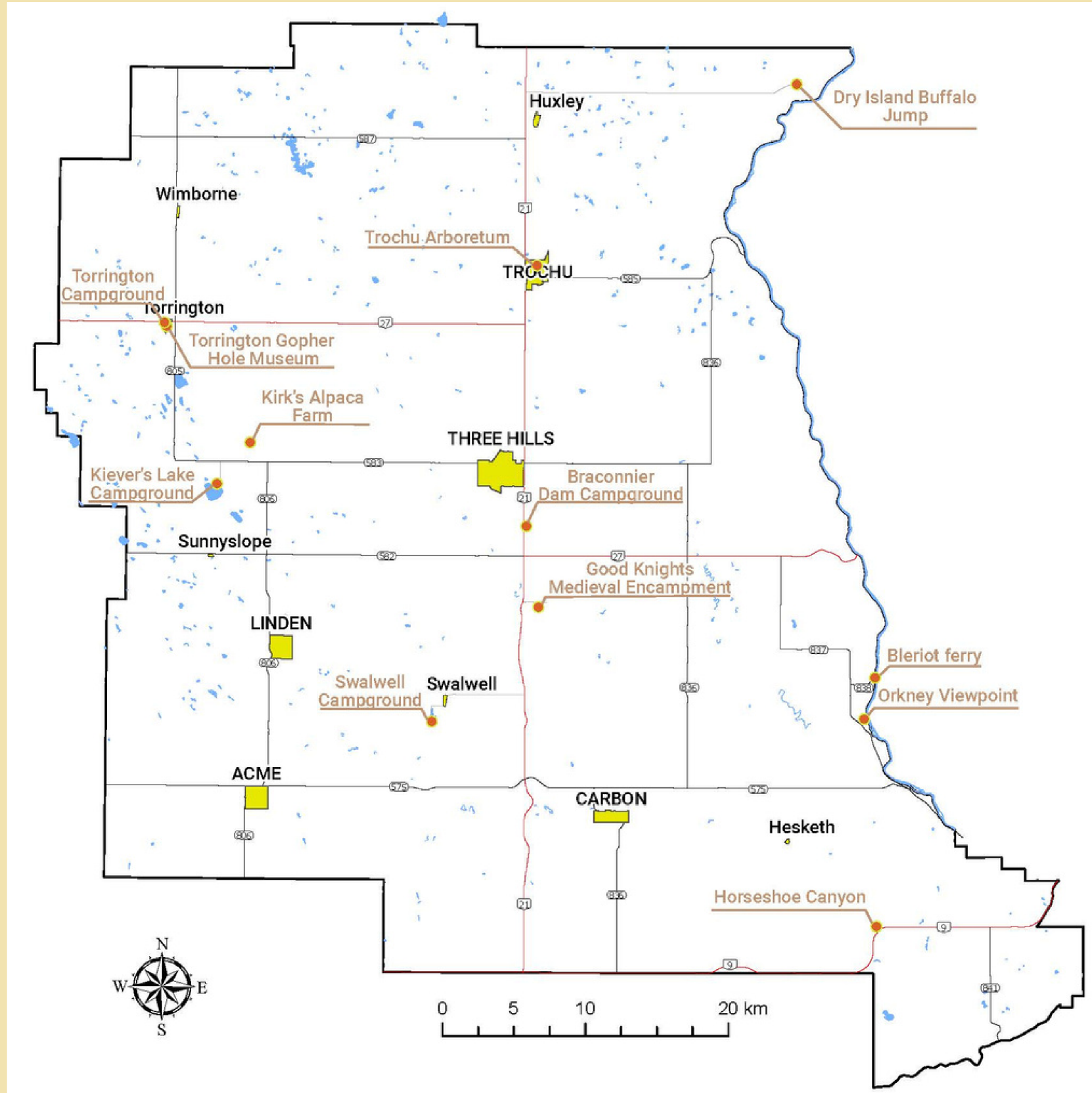


ENGAGEMENT PROCESS

- June-Aug 2018: Public Survey
- June-Aug 2018: Interactive Online Map
- July-Aug 2018: Stakeholder Interviews
- July 2018: Pop-Up Engagement
- July-Aug 2018: Sounding Boards
- Nov 2020- Feb 2021- Focus Group Committee

SITE CONTEXT DETAILS

LOCATION



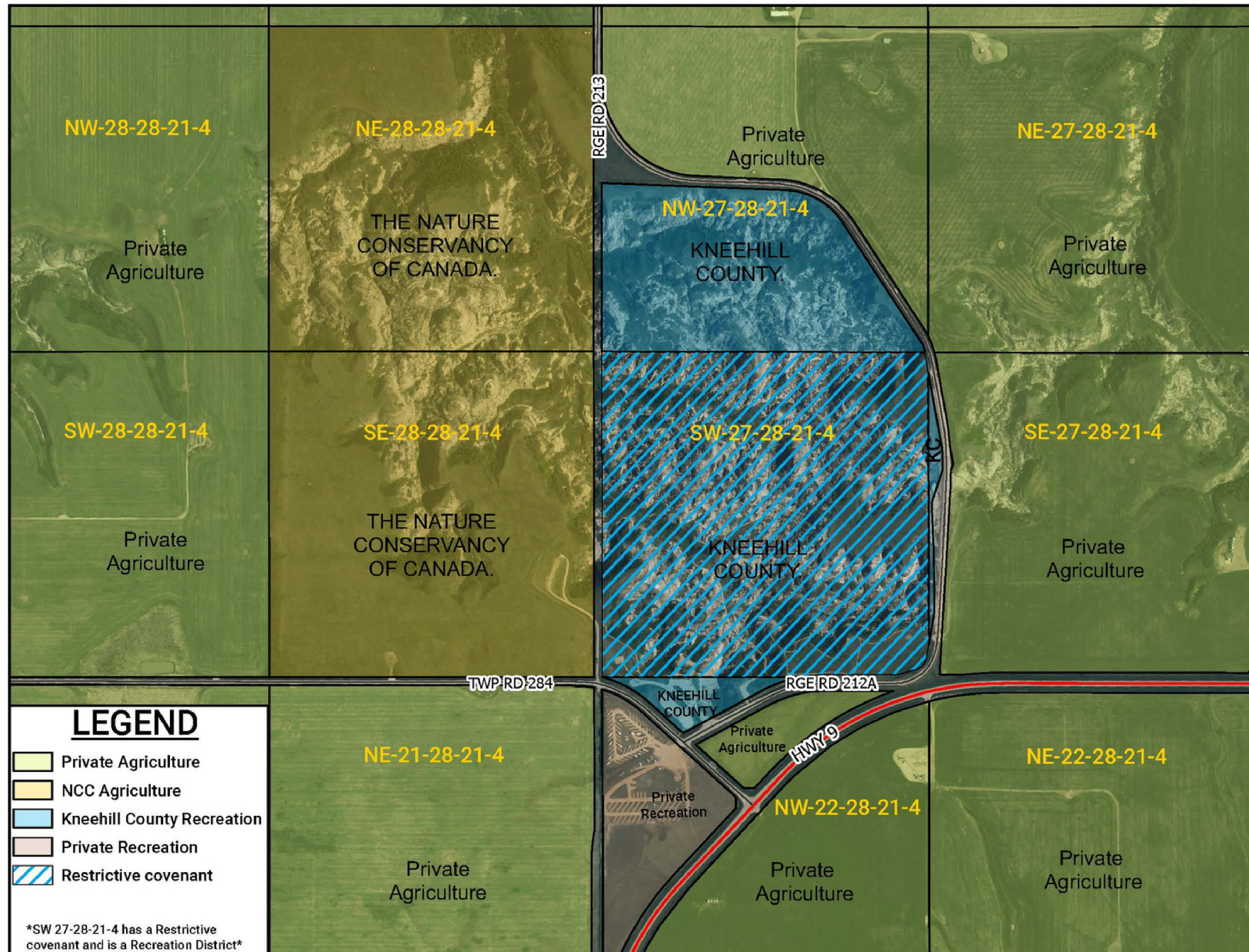
HISTORY

- 1946**
Horseshoe Canyon is purchased by a private landowner
- 1986**
Alberta Parks & Recreation begins operating parking area
- 1999**
Province divests parking area management to Kneehill County & Town of Drumheller
- 2002**
Nodwell Family donates western portion of Canyon to NCC to form the Horseshoe Canyon Conservation Area
- 2007**
Ownership of eastern portion of the Canyon transferred to Mr. Lowen's children
- 2008**
Kneehill County re-assumes ownership of the parking lot and enhances outhouses
- 2010**
Kneehill County receives a grant from the Canadian Badlands to pave the parking lots and install Canadian Badlands Sign
- 2016**
Kneehill County purchases the eastern portion of the Canyon, CN EcoConnexions Grant is received for the purchase and planting of trees at the main lookout area.
- 2016-2019**
First events are held on-site including Growing Kneehill Country Market & Long Table Dinner event, multiple weddings – site enhancements such as picnic shelter, lookout points, and box step trail are introduced
- 2017**
Historic Resources Assessment is Completed, Environment Assessment and Wildlife Study is Completed, On-site Visitor Surveys Are Completed
- 2018-2019**
Tourism Growth Innovation Fund Grant is received and applied to the creation of the Horseshoe Canyon Masterplan which is then presented to council
- 2020-2021**
The Horseshoe Canyon Focus Group is established and presents their recommendations to the Kneehill County Council,
- 2020-Current**
Paid Parking Pilot Project takes place from May to September
- 2020-Current**
On-site maintenance and small enhancements continue

EXISTING SITE CONDITIONS

LAND OWNERSHIP, MUNICIPAL ZONING & RESTRICTIVE COVENANT

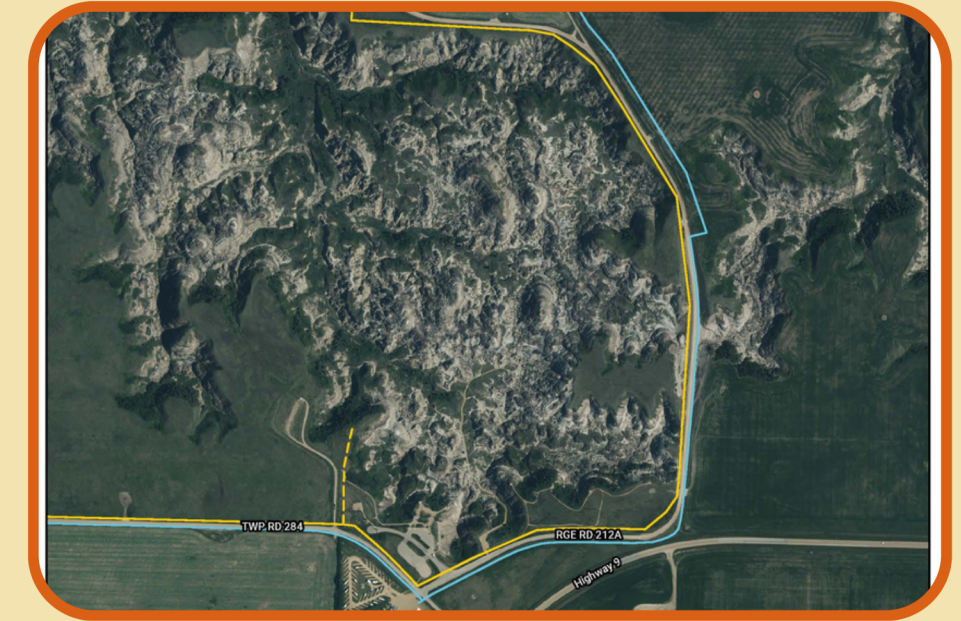
CURRENT VISITOR ACTIVITIES & AMENITIES



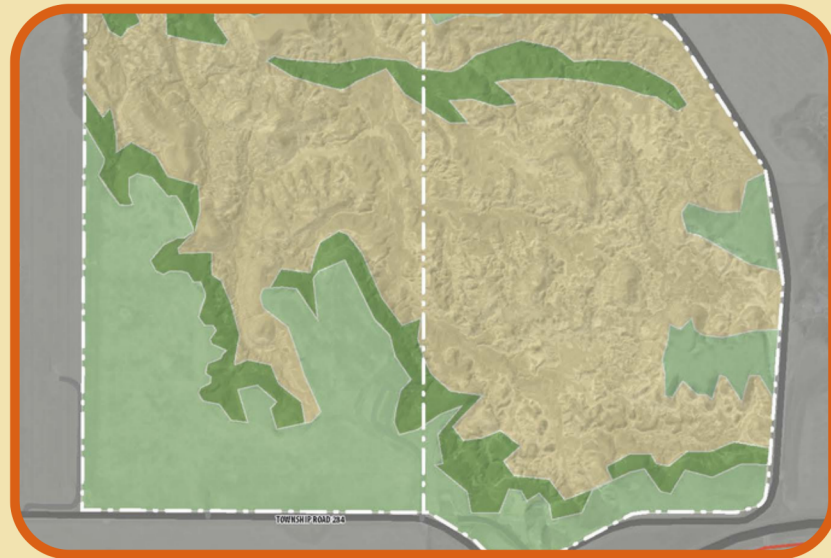
EXISTING SITE CONDITIONS



EXISTING TRAIL MAP



EXISTING UTILITIES



ECOLOGICAL RESOURCES



HISTORIC RESOURCES



VISITOR IMPACTS

ECONOMIC DEVELOPMENT

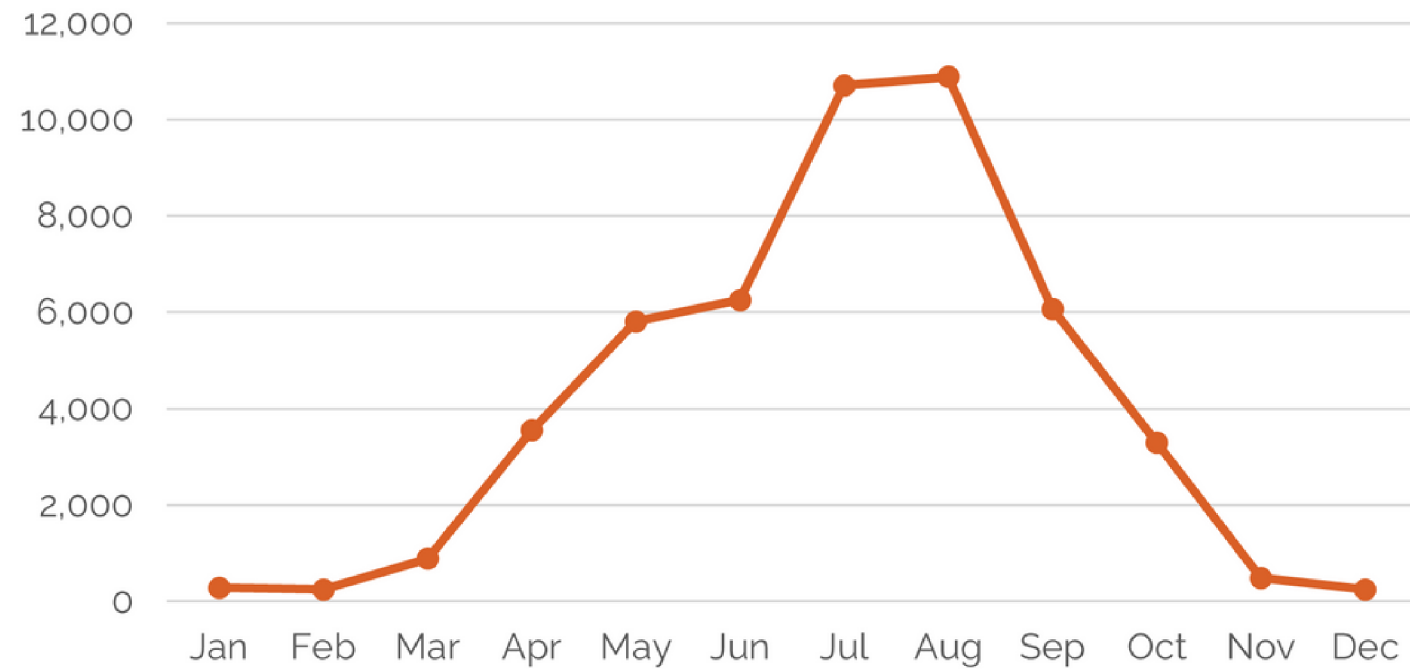
- Alberta's Economic Development Plan in Rural Alberta
- Co-opetition & Collaboration
 - Travel Alberta
 - Indigenous Tourism
 - Destination Canada
 - Travel Drumheller
- Local & Regional Planning and Policy Direction
 - KC MDP
 - KC LUB & Restrictive Covenant
 - KC Tourism & Recreation Master Plan
 - Travel Alberta's Tourism Development Zones
 - Travel Drumheller's Destination Development Plan
 - South Saskatchewan Regional Plan
 - Destination Canada Federal Tourism Growth Strategy
 - Indigenous Tourism Alberta Action Plan 2024-2025



TARGET MARKETS & MARKET EXPECTATIONS

Horseshoe Canyon Average Visitors by Month

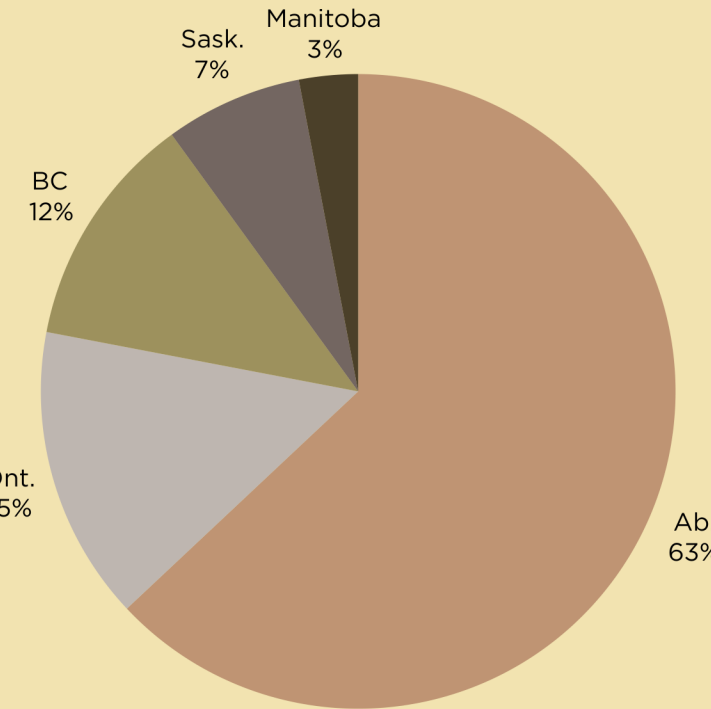
2019-2023 Data Collected by Kneehill County



75% of Visitors from Canada

25% from Europe

Ab. Ont. BC Sask. Manitoba



STAKEHOLDER DESIRES

More Education/Interpretive Elements

Improved Washrooms

Improvements to Existing Trails

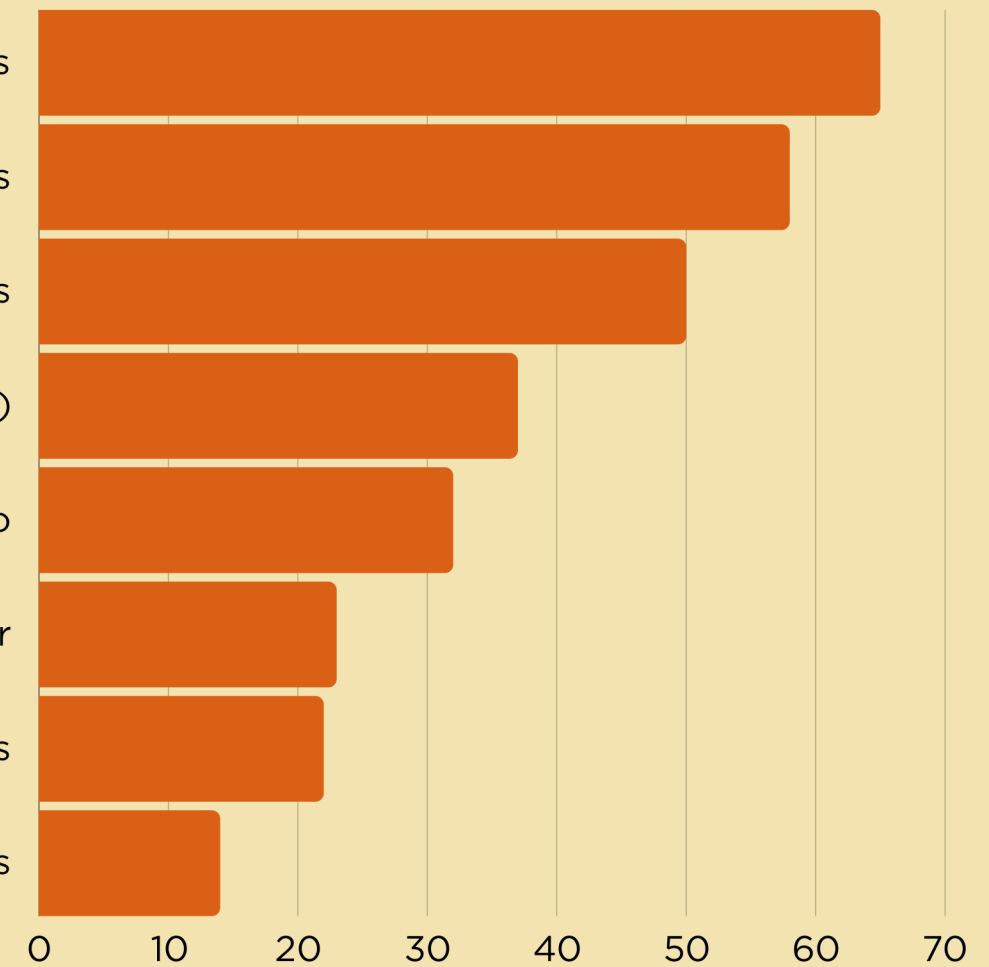
More Amenities (food, beverage etc.)

More Attractions/Things to Do

Other

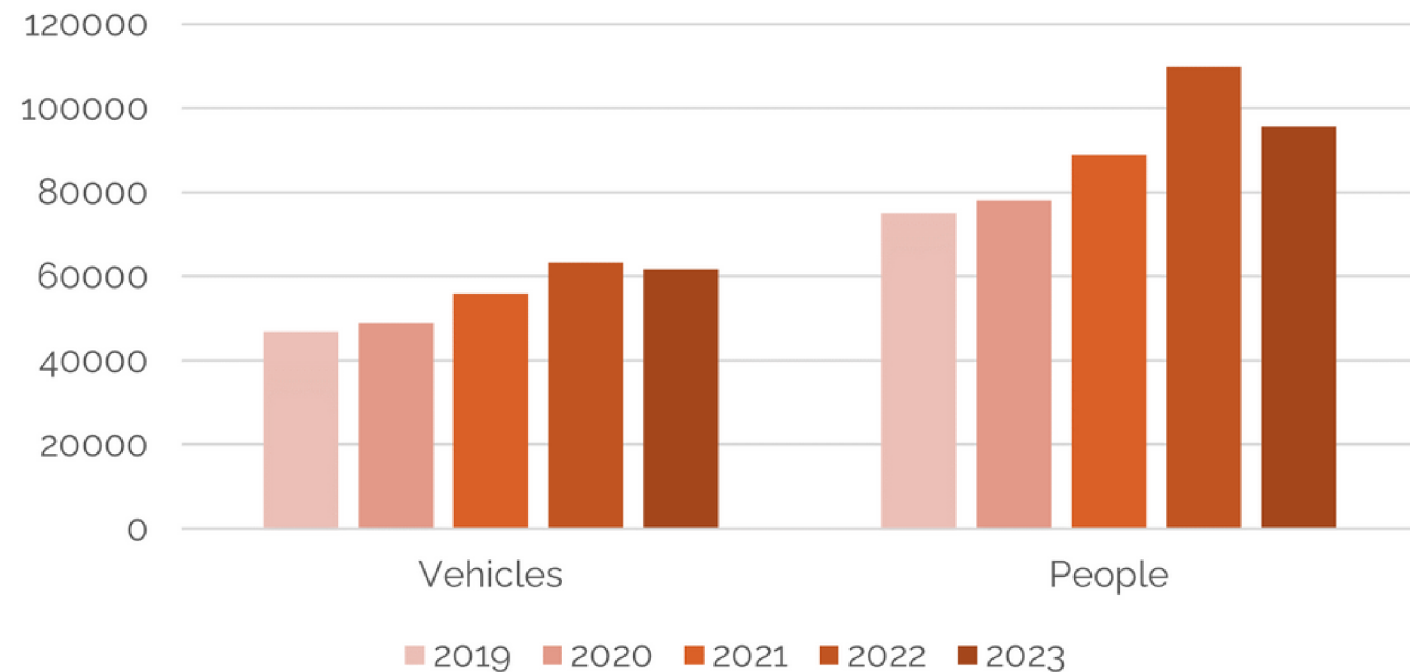
Camping Options

Overnight Accomidations



Visitor Numbers by Year

2019-2023 Data Collected by Kneehill County



TARGET MARKETS & MARKET EXPECTATIONS

TRAVELLER PERSONAS

Hotspot Hunters



Curious Adventurers



SPECIFIC MARKET PERSONAS



Lookouts



Trail Tourers



Outdoor Enthusiasts



Program Personalities

COMPETITIVE LANDSCAPE

ACCOMODATION

RV Parks

2-3 Star Hotels/Motels

ACTIVITIES & ATTRACTIONS

Horsethief Canyon

Dinosaur Provincial Park

PROMISING PRACTICE

DESTINATIONS

Sedona, Arizona

Moab, Utah

Gullfoss, Iceland



DESTINATION ANALYSIS



STRENGTHS

Horseshoe Canyon's main strengths are in its location. It is easily accessible from Alberta's population centers and is on route to existing tourism attractions such as the Royal Tyrrell.

OPPORTUNITIES

There are significant opportunities to expand and diversify day-use experiences, improve amenities on site, provide overnight experiences, as well as to cross-market the site with other tourism destinations in the area.

WEAKNESSES

The landscape is the biggest weakness for tourism development on the site. The fragile nature of the landscape, potential for weather extremes, and seasonality of tourism in the area are all risks to be mitigated against.

THREATS

There are threats around changes in provincial and municipal politics, changes in funding opportunities, and potential to focus the site around conservation rather than tourism.

HORSESHOE CANYON'S FUTURE

HORSESHOE CANYON'S UNIQUE SELLING PROPOSITION:

- Close Proximity
- Jaw Dropping Beauty
- Gateway Location
- Diversity of Experiences
- Immersive Experiences
- Blank Canvas

GUIDING PRINCIPALS:

- Iconic, Differentiated & Market Driven
- Diverse Experiences
- Leveraging the Natural Asset
- Inclusive Experiences
- Gateway Experience
- Connectivity
- Access
- Sense of Place
- Compliment & Integrate With Adjacent Lands
- Sustainability
- Return on Investment



STRATEGIES

INITIAL STRATEGIES (NEXT 5 YEARS)

These are items that may already be in occurrence and are an overall standard for the Canyon and provide direction to other activities.

SECONDARY STRATEGIES

If there is space, budget, time, availability, other interests and completion of the initial strategies. Long term items that would still be up for consideration but may require third party involvement.

ADDITIONAL STRATEGIES (FOR FUTURE CONSIDERATION)

Long term items that would still be up for consideration but may require third party involvement.

INITIAL STRATEGIES

1. ENSURE ALL OPERATIONS PROTECT THE NATURAL ECOLOGY OF THE CANYON.
2. ENHANCE BRAND RECOGNITION BY UTILIZING AN APPROVED BRAND AND LOGO AND IMPLEMENT FOR WAYFINDING AND PROMOTION IN ADVERTISING AND MERCHANDISE.

HORSESHOE CANYON

Brand Identity Guide

The brand identity for Horseshoe Canyon utilizes a custom palette that has been selected to reflect the unique and earthy aspects of the colours seen within this natural environment.

Two colours in this palette are shared with the Kneehill County Master Brand colours. They are Kneehill Sky Blue and Kneehill Spring Green.

The colours can be layered to create a visual representation of the canyon's geological formations in combination with the sky and plant life. This colour band can be used in various way on signage and print applications.

This palette utilizes a series of custom brand names for each colour. When referring to colours within this palette please use the given names.

The preferred colours for use in the **two colour wordmark** are: Logo Orange, Canyon Rust, Canyon Sage, Kneehill Sky or Kneehill Spring Green, in conjunction with the Dark Earth colour for the word 'CANYON'.

BRAND COLOURS

		 HORSESHOE LOGO ORANGE PMS 1595 C10 M75 Y100 K2 R218 G96 B39 H: #d96127	 DARK EARTH PMS 448 C56 M58 Y81 K51 R76 G65 B42 H: #4c412a
		 CANYON CLAY DARK PMS 410 C52 M53 Y54 K20 R116 G102 B97 H: #746761	 CANYON SAGE PMS 451 C39 M35 Y73 K6 R158 G145 B93 H: #9e915d
		 CANYON CLAY LIGHT PMS 4665 C20 M34 Y48 K0 R72 G11 B22 H: #cea888	 KNEEHILL SKY PMS 292 C53 M12 Y0 K13 R104 G196 B223 H: #68c4df
		 CANYON RUST PMS 4655 C25 M42 Y58 K2 R192 G148 B115 H: #bf9373	 KNEEHILL SPRING GREEN PMS 396 C11 M0 Y74 K0 R213 G238 B63 H: #d5ee3f
		 BENTONITE PMS Warm Grey 3 C26 M24 Y28 K0 R181 G183 B176 H: #bfb7b0	 CANYON BLOSSOM PMS 116 C1 M18 Y100 K0 R255 G206 B2 H: #ffce02
		 CLOUD White	 SPRING WHEAT PMS 7499 C6 M7 Y35 K0 R241G228 B178 H: #f1e4b2

Spring Wheat (used for background signage colour)

Canyon Clay Light Accent Colour

Stacked Canyon Landscape Example

HORSESHOE CANYON

Brand Identity Guide

The Brand Identity for Horseshoe Canyon, located in Kneehill County, has been developed to allow for a wide variety of uses and applications.

It has been used on signage, apparel, marketing and advertising initiatives as well as vehicles and social media applications.

In order to maintain this carefully crafted brand identity, these guidelines must be followed.

As an important part of the visitor experience to attractions located in Kneehill County, whenever the Horseshoe Canyon Brand is used, it should always include the official Kneehill County Logo somewhere on the application.

This would include applications such as: printed and digital advertising, social media, marketing materials, apparel and signage.

BRAND MARKS

Illustrated Version

Canyon Orange Version	Dark Clay Version	Sky Blue Version	Greyscale Version

BRAND MARKS

Wordmark

Single Colour Version	Typical Two Colour Version NOTE: Other brand accent colours may be used.	Single Colour For Small Size Reproduction Only

SUPPORT TEXT - FONTS

Preferred Fonts (Italics may also be used)

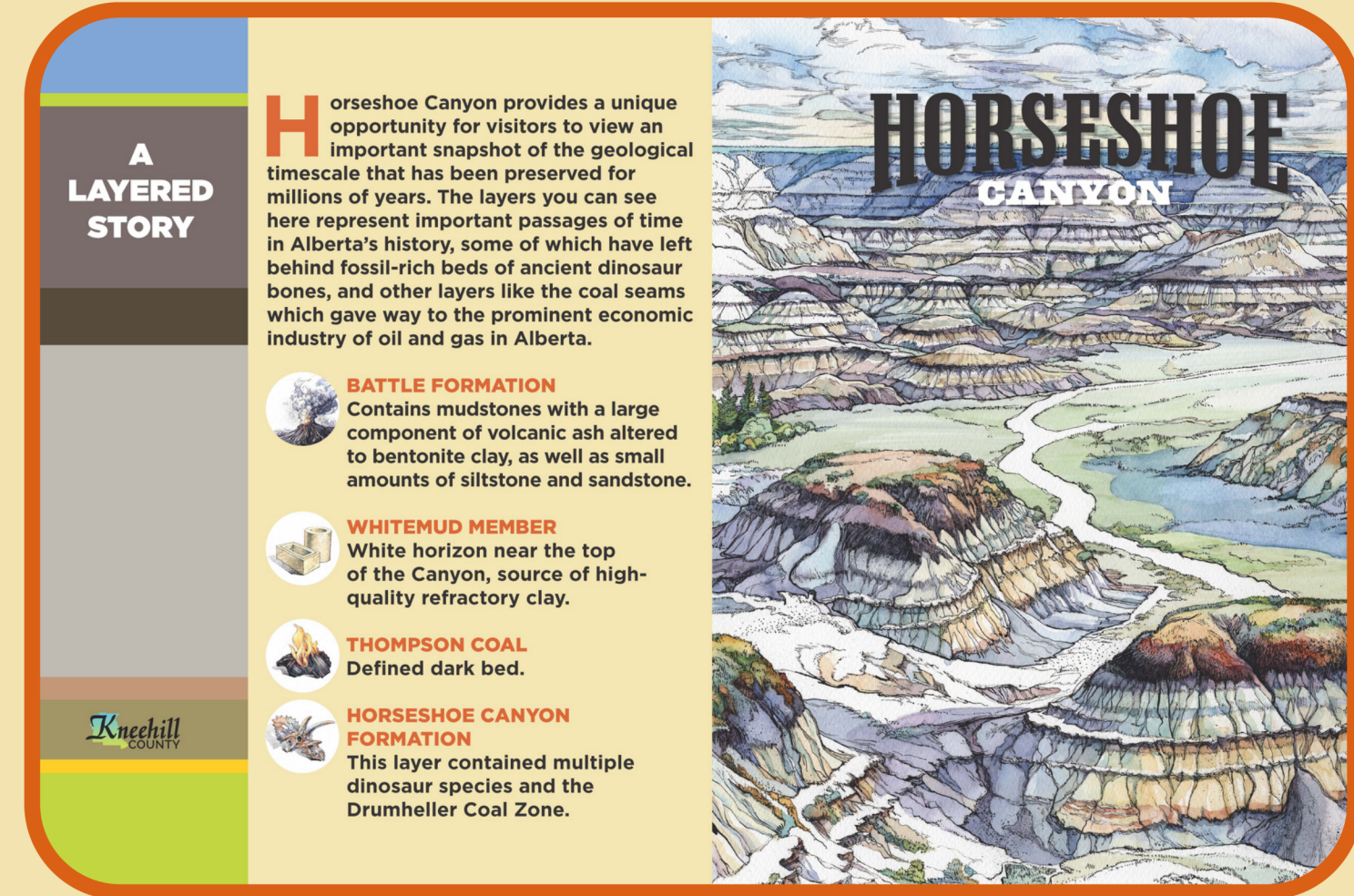
Main Font Family - Gotham
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Medium: Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll
Bold: Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll
Black: Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll

Secondary Fonts (Italics may also be used)

Secondary Font Family - Roboto
Light: Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll
Medium: Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll
Bold: Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll
Black: Aa Bb Cc Dd Ee Ff Gg Hh Ii Jj Kk Ll

INITIAL STRATEGIES

3. INCREASE & ALIGN SIGNAGE FOR INFORMATION & WAYFINDING THROUGHOUT THE CANYON.



4. INTEGRATE & COLLABORATE WITH THE NATURE CONSERVANCY OF CANADA & OTHER ADJACENT LANDOWNERS.

5. ESTABLISH A VOLUNTARY “FRIENDS OF HORSESHOE CANYON” GROUP.

INITIAL STRATEGIES

6. IMPLEMENT A VISITOR PAVILLION WITH WASHROOMS AND OTHER AMENITIES.



7. CONTINUE PARKING FEE COLLECTION, EXPLORE AUTOMATED COLLECTION OPTIONS.

INITIAL STRATEGIES

8. CONTINUE TRAIL DEVELOPMENT, ENHANCEMENT, AND MAINTENANCE WITHIN AND AROUND THE PERIMETER OF THE CANYON.

9. CONTINUE TO ENHANCE THE MULTI-USE, MARKET AND EVENT SPACES AND IMPLEMENT FURNISHING, FIXTURES AND AMENITIES.

10. CONTINUE TO ACTIVELY MANAGE VISITORS AND VISITOR USE OF THE CANYON THROUGH ON-SITE AMBASSADORS.



SECONDARY STRATEGIES

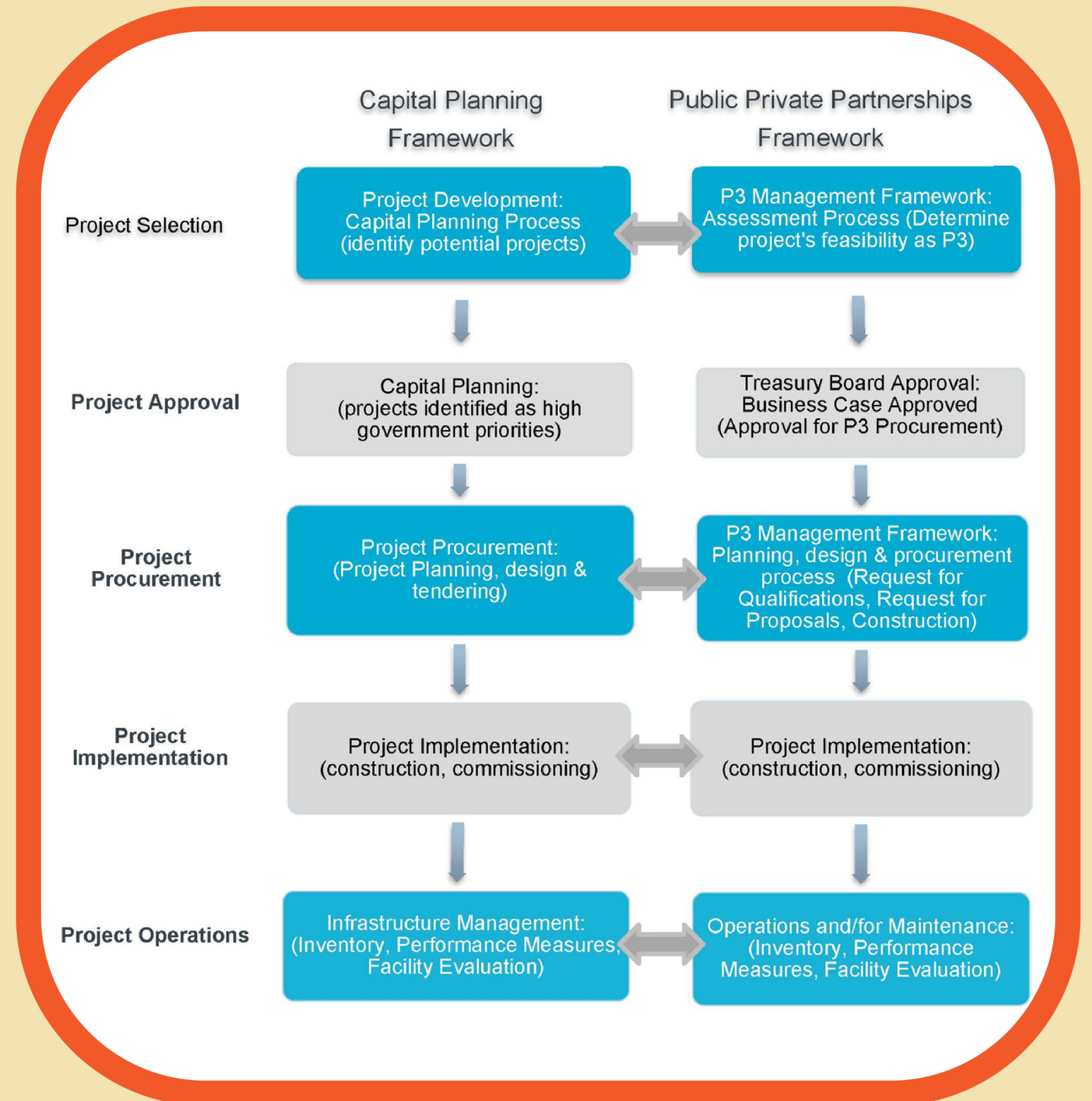
11. CONSULT AND DEVELOP AN AREA STRUCTURE PLAN (ASP) FOR FURTHER DEVELOPMENT.

12. ATTRACT TARGET MARKETS TO THE CANYON.



SECONDARY STRATEGIES

13. ENCOURAGE PRIVATE SECTOR OPPORTUNITIES THAT ENSURE A REASONABLE RETURN ON INVESTMENT FOR THE COUNTY.



ADDITIONAL STRATEGIES

14. COLLABORATE WITH NEARBY,
REGIONAL TOURISM LOCATIONS.

15. STRENGTHEN THE FOCUS OF
INDIGENOUS RELATIONSHIPS AND
HISTORY AND DEVELOP
RELATIONSHIPS WITH INDIGENOUS
LEADERS.



ADDITIONAL STRATEGIES

16. ALLOW A DIVERSITY OF OVERNIGHT EXPERIENCES TO BE IMPLEMENTED AND OPERATED BY A THIRD PARTY.



WHATS NEXT

With the approved Horseshoe Canyon Master Plan, Administration will begin implementing strategies and actions by bringing specific projects to Council for deliberation and consideration.

