Initial Report

M.D. of Bighorn No. 8

Economic Development and Tourism Strategy

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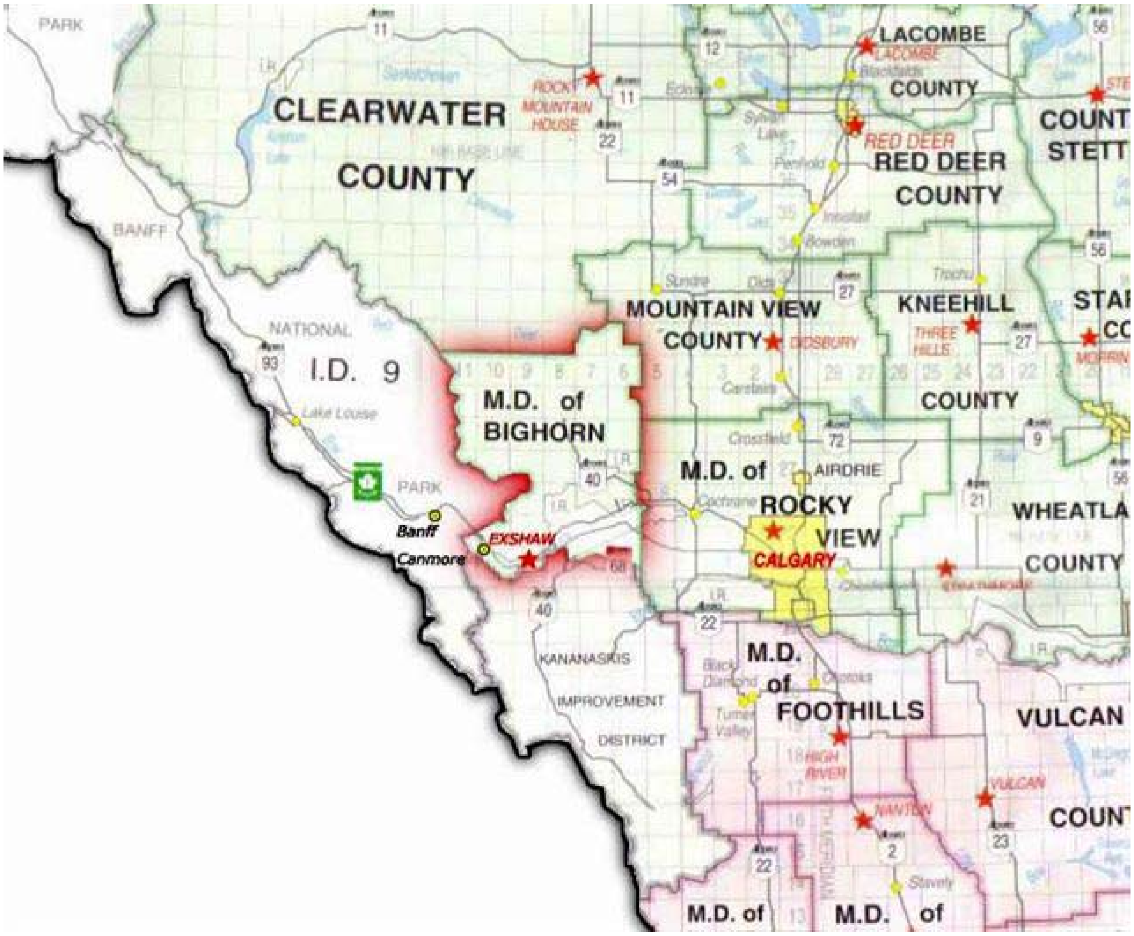
Contents

1 Introduction

The Municipal District of Bighorn No. 8 (hereafter referred to as the M.D. or Bighorn) is a rural community located on the eastern slopes of the Canadian Rockies with five principal residential hamlets a one hour drive from Calgary and in the immediate vicinity of the towns of Banff, Canmore, Cochrane and Sundre.



The Municipal Development Plan (MDP) and mission statement lie at the heart of any subsequent work conducted by the municipality including economic development. The mission statement for the M.D. is:

The Municipal District of Bighorn No. 8 is a rural municipality located in a beautiful natural setting. It is characterized by ranching and other agricultural uses, industrial uses, low impact tourism facilities, hamlets and large tracts of undeveloped crown land reserved for forestry activities. It is recognized that the quality of life of our residents is tied to a healthy, natural environment and a robust economy.

This mission statement highlights several of the competing interests to be considered in creating an economic development and tourism strategy including: agricultural activities (ranching), industrial activities (notably resource extraction and power generation), tourism development, hamlet and subdivision development and environmental protection.

The area offers a myriad of year round recreational opportunities including dogsledding, skiing, skating, hiking, horseback riding, rafting/canoeing, fishing, camping, Off-road 4x4 and Quad riding, cycling and climbing.

This Economic Base Analysis draws from data provided by Statistics Canada Community Profiles as well as a variety of municipal documents and documents submitted to the municipality regarding projects or planned projects within the municipality's jurisdiction.

Initial findings from this data and document review are:

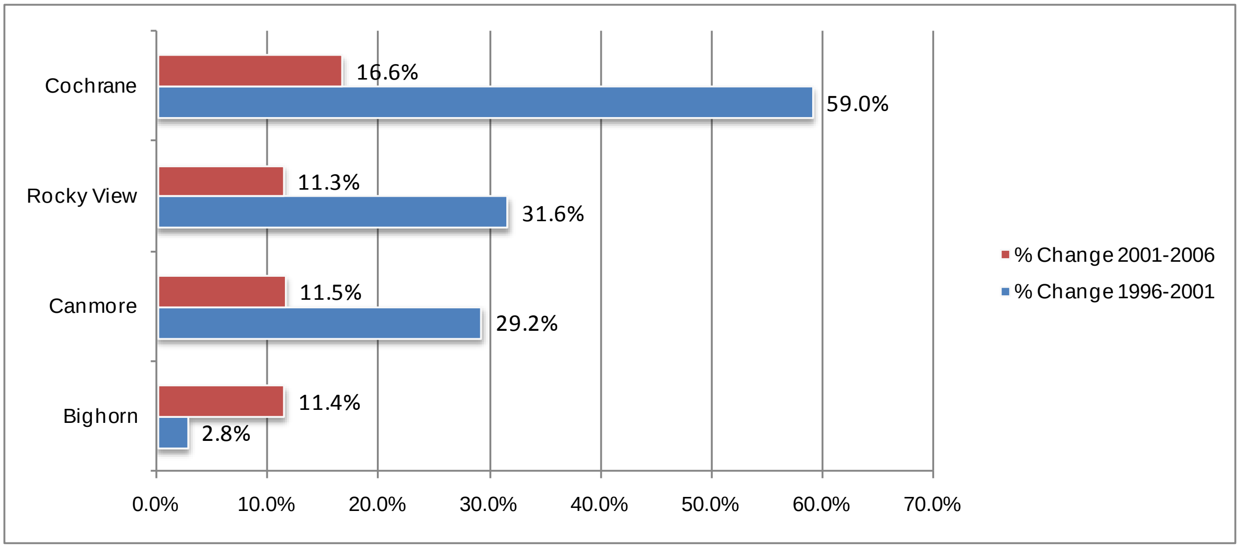
- After long periods with little change in population, the M.D. experienced a high rate of population growth (11.4%) between 2001 and 2006. This growth was consistent with neighbouring municipalities.
- A Large proportion of the local residents have lived in the M.D. for long periods of time. Residents will likely have a high level of commitment to the community and interest in any development proposals for their community.
- Area Structure Plans and Area Redevelopment Plans submitted to the M.D. for Dead Man's Flats and the Horseshoe Lands along with municipal plans for Dead Man's Flats and Exshaw indicate the potential for the population base to increase from the current 1,454 to over 10,000 in the near future.
- From the perspective of attracting entrepreneurs to the area, the M.D. appears to already have a 'cluster' of residents holding degrees or diplomas in architecture and engineering, business management, health and recreation and education. Additionally, the M.D. holds a relatively higher proportion of residents working in occupations related to arts, culture, recreation and sport, social science and education, and health and management. At the same time, commuter flow data indicates many of these residents are commuting outside the M.D. for work. This offers an opportunity to the M.D. to encourage and attract home based businesses or develop small 'office condo' clusters for small businesses in these areas.
- These opportunities are in line with guidelines set out in the Municipal Development Plan (MDP) which supports low impact tourism, conservation and light industrial and commercial development in designated areas of Dead Man's Flats, Exshaw, Harvie Heights and (potentially) the Horseshoe Lands. Documents also indicate support for home based businesses that do not increase traffic to the area.
- The area is a significant draw for recreational users from Alberta and other provinces, and particularly Calgary, and there is a strong link between agricultural related tourism and other forms of recreation offering opportunities to build upon existing infrastructure such as the guest ranches in the area.
- The Bow Corridor Rock Industry is, and will continue to be, a major contributor to the community. The MDP clearly states the M.D. will continue to support mineral extraction and will direct tourism developments to areas that will not impact the industries in the Bow Corridor.

2 Economic Base Analysis

2.1.1 Population

Statistics Canada recorded the population in 2006 as 1,454; an increase of 11.4% from the 2001 population of 1305. While Bighorn did not seem to be included in the regional population gains from 1996 – 2001, the growth experienced between 2001 and 2006 was consistent with other neighbouring municipalities as is shown in Figure 1.

Figure 1 Population Change: Bighorn and Neighbouring Communities, 1996-2006



Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions

A municipality's population, its age composition and change over time are important factors in economic development as they play a key role in supporting business growth and investment. The resident population is a source of entrepreneurs and new business start ups. While an apparent unchanging population may present Bighorn with challenges, this assessment will also look at aspects of the age and educational composition of the local population as well as current employment characteristics and commuter flow patterns to more clearly understand the potential and challenges presented of the M.D. As other neighbouring communities have capitalized on the growth and prosperity of Calgary and as the City of Calgary is a major economic driver for the Province of Alberta, this report will also look at opportunities for the M.D. to attract residents and businesses from Calgary and other neighbouring communities.

The population of Bighorn is concentrated in the unincorporated hamlets of Exshaw (446), Harvie Heights (207), Lac Des Arcs (140), Dead Man's Flats (72) and Benchlands (49) along with the dispersed rural population living through the M.D. The Municipal District has no further plans for additional subdivision development in Harvie Heights, Lac Des Arcs or Benchlands but is planning for considerable population equivalency increases in other residential areas in the next 25 years. The M.D.'s build out plans for the next 25 years include an increase to 1,800 from 72 in Dead Man's Flats; 1,640 from 446 in Exshaw and a possible 7,900 residents on the Horseshoe Lands[1] located within the M.D. but under the ownership of the

[1] Internal document provided by municipal staff

Stoney Nation. If these projections are realized this will result in a total population growth of over 2000% in these communities (the Horseshoe Lands currently have no residents).

Figure 2 shows how the various age groups have been changing in Bighorn and neighbouring communities. While most of the neighbouring communities have shown an increase in most age groups, in the last five years Bighorn has shown a decline in all age categories aged 15-54. These age groups comprise the working age population of the community and a decline in this age group is cause for concern and might challenge the community in both new business start ups and business investment attraction efforts (negative growth is shown in red).

Figure 2 Change in Age Groups: Bighorn and Neighbouring Communities, 1996-2006

	Bighorn		Canmore		Rockyview		Cochrane	
Age Group	% Change 1996-2001	% Change 2001-2006	% Change 1996-2001	% Change 2001-2006	% Change 1996-2001	% Change 2001-2006	% Change 1996-2001	% Change 2001-2006
Total Population	2.8%	11.4%	29.2%	11.5%	31.6%	11.3%	59.0%	16.6%
0-4	**-21.4%**	9.1%	0.0%	0.0%	12.2%	**-1.8%**	41.5%	9.6%
5-14	**-10.8%**	3.0%	10.3%	**-3.6%**	28.5%	3.4%	49.8%	**-0.2%**
15-19	20.0%	**-22.2%**	60.0%	**-0.7%**	43.8%	14.5%	74.3%	24.7%
20-24	7.7%	**-35.7%**	63.6%	6.2%	36.2%	14.4%	59.4%	28.2%
25-54	1.6%	**-7.8%**	29.8%	9.6%	27.4%	4.8%	58.3%	8.7%
55-64	27.3%	17.9%	49.0%	67.8%	47.5%	39.4%	124.0%	70.8%
65-74	0.0%	**-5.0%**	24.3%	19.6%	50.0%	27.5%	78.8%	53.8%
75+	28.6%	55.6%	34.8%	38.7%	48.7%	67.3%	23.4%	41.8%

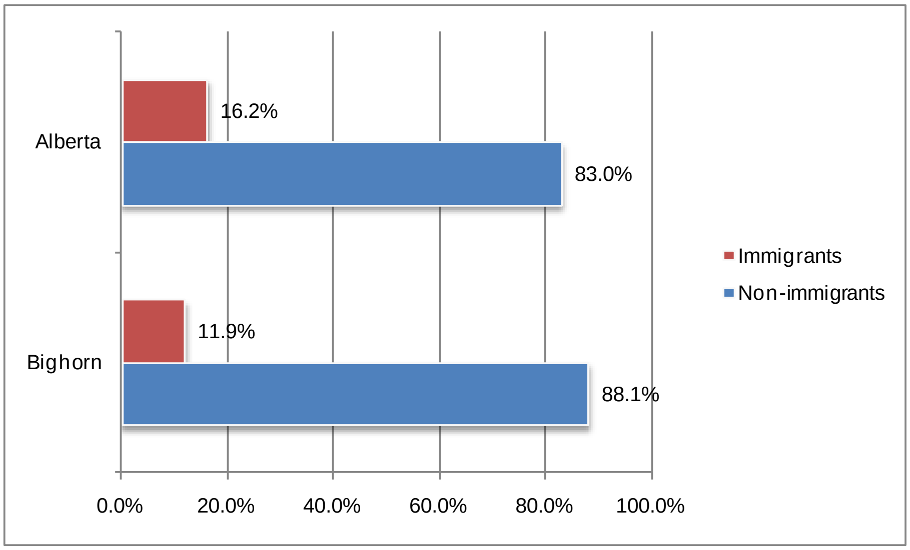
Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions[2]

2.1.2 Immigrant and Mobility Status

Immigration has been a primary source of population growth and labour in much of Canada in recent years. Alberta has been no exception to this trend and has seen the population of immigrants increase in recent years. Attraction of immigrants to a community has been supported as foreign national migrants often bring with them high levels of education, a diverse set of skills and an entrepreneurial culture. Consistent with the relatively unchanged population, Bighorn has a comparatively low immigrant population as seen in figure 3. Efforts in attracting new residents may need to consider amenities and service needs of New Canadians such as English as a Second Language, creating a Guide to available services for new Canadians or immigrants and other targeted services for example.

[2] The initial 2006 census recorded Bighorn's population at 1,264. Corrections and updates issued related to the census revised the total population of Bighorn at 1,454, however, the revisions to individual age groups have not been made available. The growth (negative growth) numbers shown in this chart are from the original 2006 census data and are likely not valid.

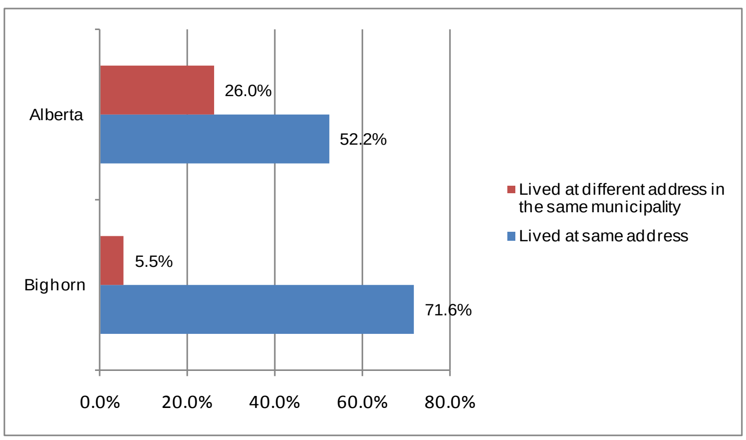
Figure 3 Immigrant Population as a Percentage of Total Population: Bighorn, 2006



Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions

Figure 4 shows the stability of Bighorn's population. Over 70% of the current resident population lived at the same address five years ago. This stability is a community strength and underscores the need for resident population input to be considered in future development plans. It is likely the residents of Bighorn will have a high level of commitment to the community and will have a direct stake in any development proposals for their community.

Figure 4 Population Mobility: Bighorn, 2006

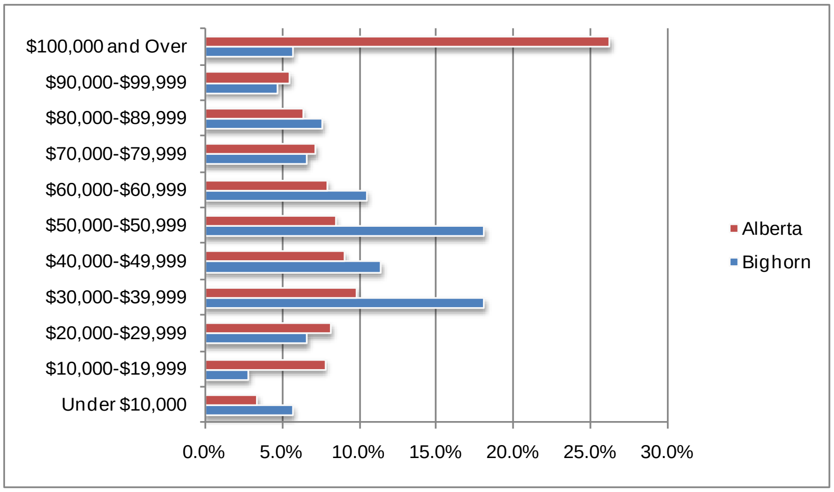


Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions

2.1.3 Income and Education

The income of a resident population can indicate the ability to invest in new business start ups or support new businesses in the community. As seen in figure 5, the residents of Bighorn are in lower income categories when compared to the province as a whole. The most distinguishing bracket is in households earning over $100,000/year with the provincial average at over 25% of all households falling into this category compared with Bighorn's 6% of households.

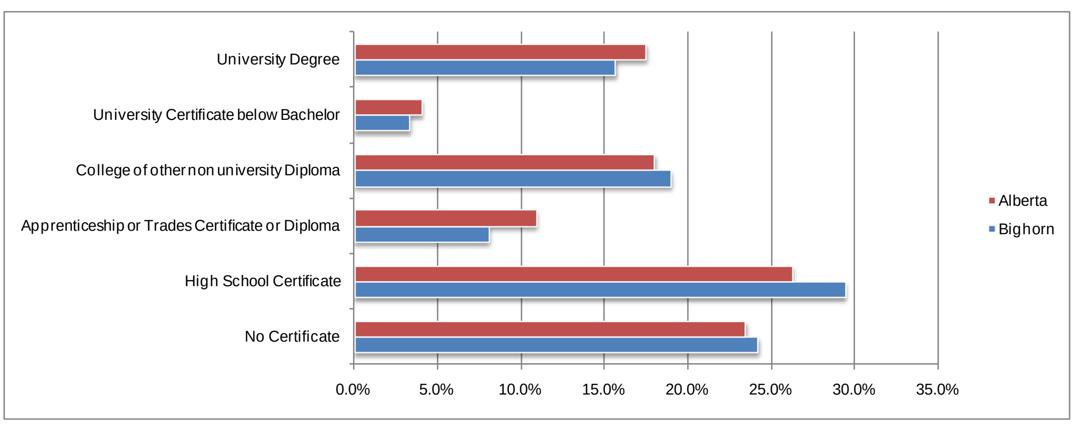
Figure 5 Private Household Income by Category: Bighorn, 2005



Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions

The level of education of a community can also impact business start ups and business attraction objectives. Higher levels of education are associated with higher incomes. In addition, higher levels of education leave populations in a better position to weather economic storms with consistently lower levels of unemployment than populations with lower levels of education. As can be seen in figure 6, the M.D. of Bighorn has, compared to the provincial average, a higher percentage of the population with a high school diploma or less. A strong point is the relatively high percentage of the population holding a college or non-university diploma.

Figure 6 Levels of Education: Bighorn, 2006



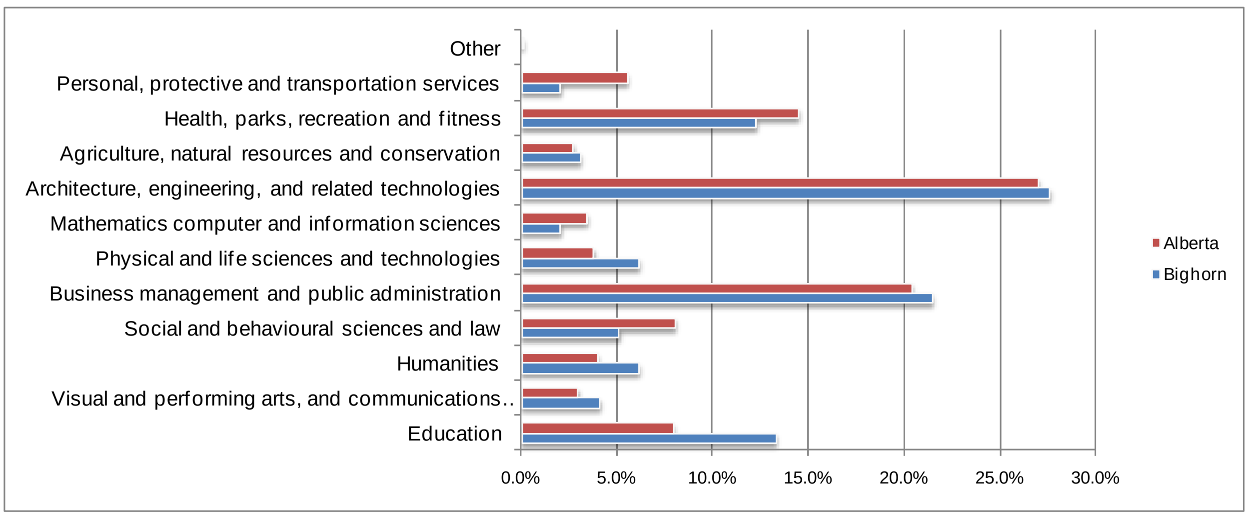
Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions

Education levels are often used as a proxy for a community's capacity for innovation and entrepreneurial activity. While Bighorn appears to have a relatively lower level of education than the provincial average, understanding the types of diplomas held by those with a college or university diploma can reveal the types of businesses to target in economic development initiatives. In the case of Bighorn four areas stand out, as seen in figure 7. These being:

- Architecture, engineering and related technologies
- Business management and public administration
- Health, parks, recreation and fitness
- Education

It is worth noting that, while architecture, engineering and related technologies and business management and public administration are also leading diplomas held by Albertans as a whole, the M.D. of Bighorn has a relative strength in these two areas. That is to say the proportion of those holding these diplomas in the M.D. is higher than the provincial average. These diplomas are also associated with the 'creative class' or 'creative industries' a topic which will be discussed further in the section concerning employment by occupation.

Figure 7 Post Secondary Education by Field of Study: Bighorn, 2006

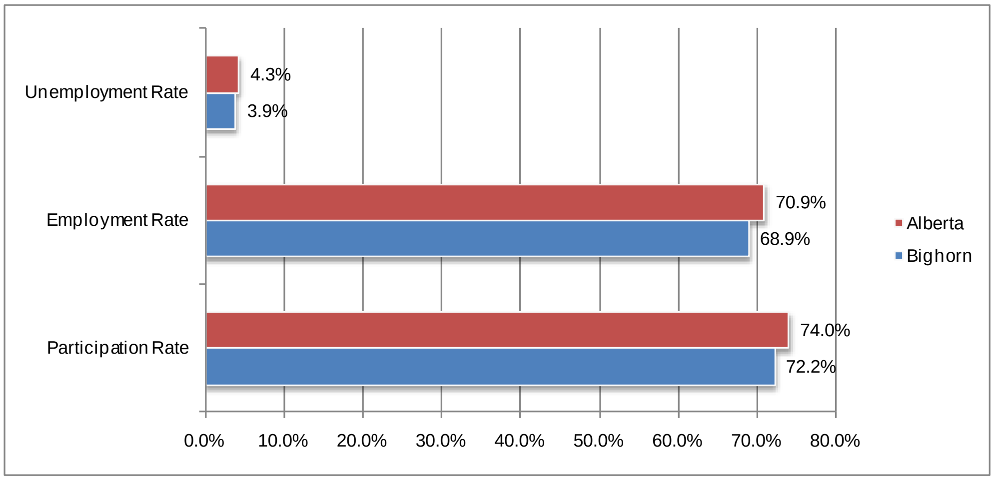


Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions

2.1.4 Labour Force Characteristics

Labour force characteristics are often used as a measure of the economic health of a community. Alberta has consistently been noted as having higher participation rates and lower unemployment rates than other provinces in Canada. While Bighorn exhibits lower participation rates than the provincial average, unemployment rates are also lower indicating that a higher percentage of those participating in the labour force are able to secure work. However, a note of caution must be given as the data referenced in figure 8 is taken from the 2006 Census of Population. Since this time, the national and provincial economies have been through a dramatic recessionary period. In 2009 Alberta recorded a participation rate of 74.3% and unemployment rate of 6.6%. While participation rates have remained consistent, unemployment has increased. Similar statistics for Bighorn are not available between Statistics Canada census periods.

Figure 8 Labour Force Profile: Bighorn, 2006

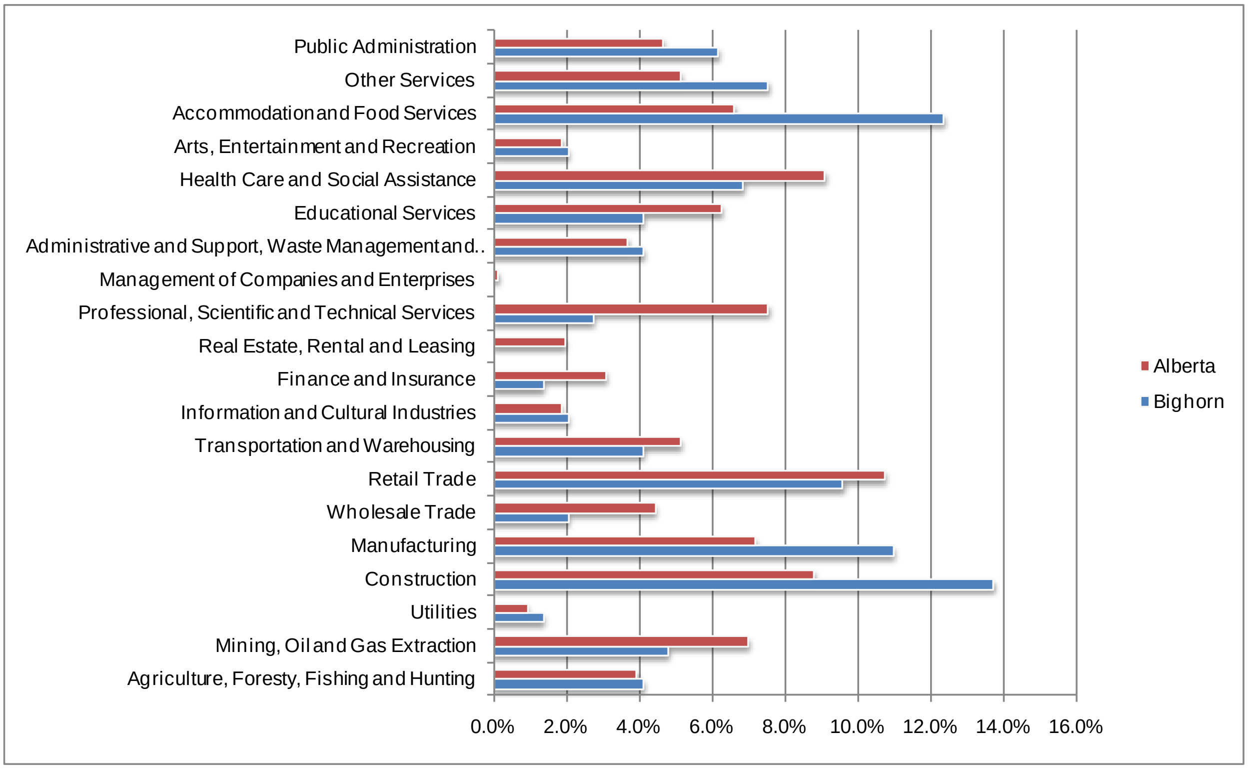


Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions

2.1.5 Employment by Industry and Commuter Flow

Investigating employment by industry can assist in revealing industry strengths and can assist in beginning to understand 'clusters' of activity. Often business start ups or existing businesses are interested in locating near other similar businesses to take advantage of a shared supply chain, skilled labour pool and other unmeasured benefits such as networking and marketing profile. In the case of Bighorn, figure 9 displays clear strengths in construction, manufacturing and accommodation and food services. It is likely those employed in construction and accommodation and food services are working in neighbouring municipalities such as Canmore and Banff. The concentration of manufacturing in Bighorn results from the concentration of cement plants in the Bow Valley Corridor.

Figure 9 Employment by Industry: Bighorn, 2006



Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions

The data presented in figure 9 represents the industry in which the residents of the M.D. work. It does not represent where they work. Understanding where residents work might reveal potential business attraction opportunities by offering these workers employment in their home municipality. Figure 10 displays the number of residents that work elsewhere in each of the stated industries.

Figure 10 Commuter Workers by Industry: Bighorn, 2006 [3]

	Total Resident Employment by Industry	% Residents Working in Bighorn	% Residents Working Elsewhere
Total - All Industries	730	41.8%	58.2%
Agriculture, Foresty, Fishing and Hunting	30	66.7%	33.3%
Mining, Oil and Gas Extraction	35	100.0%	0.0%
Utilities	10	100.0%	0.0%
Construction	100	50.0%	50.0%
Manufacturing	80	81.3%	18.8%
Wholesale Trade	15	0.0%	100.0%
Retail Trade	70	35.7%	64.3%
Transportation and Warehousing	30	66.7%	33.3%
Information and Cultural Industries	15	33.3%	66.7%
Finance and Insurance	10	0.0%	100.0%
Real Estate, Rental and Leasing	0	0.0%	0.0%
Professional, Scientific and Technical Services	20	0.0%	100.0%
Management of Companies and Enterprises	0	0.0%	0.0%
Administrative and Support, Waste Management and Remediation Services	30	66.7%	33.3%
Educational Services	30	33.3%	66.7%
Health Care and Social Assistance	50	0.0%	100.0%
Arts, Entertainment and Recreation	15	33.3%	66.7%
Accommodation and Food Services	90	38.9%	61.1%
Other Services	55	9.1%	90.9%
Public Administration	45	77.8%	22.2%

Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions

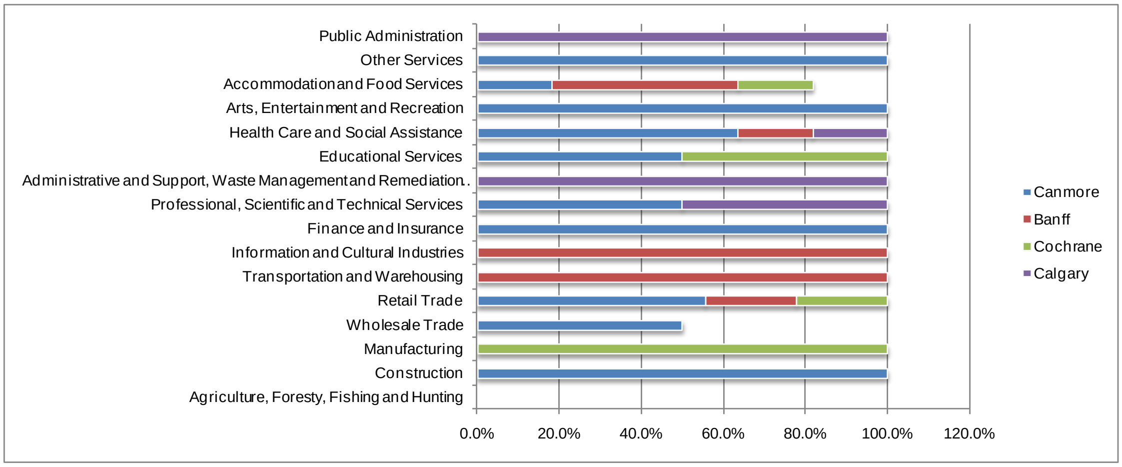
Over half of all resident workers (58.2%) do not work in the M.D. In the cases of wholesale trade, finance and insurance, professional, scientific and technical services and health care and social assistance virtually all the resident workers are working in another municipal jurisdiction.

Many workers might enjoy the opportunity to work closer to home. Potential investors should take note of these commuting workers and consider the possibility of luring them away from their current employment thus counting them as a potential labour force. The M.D. might also consider those working in industries ideally suited to home based businesses or home offices such as professional, scientific and technical services, arts, entertainment and recreation or even accommodation and food services (bed and breakfast) and explore ways to encourage commuting workers in these industries to establish home based businesses in the M.D.

[3] Due to Statistics Canada's practice of randomly rounding for observed values of 5 or less, these calculations are not exact and total numbers of commuters may not equate to 100% of all workers. However, this does give a good impression as to the relative number of commuting workers.

For those industries that have residents working outside the M.D., figure eleven shows the top destinations of those employees. Figure 11 shows that virtually all of the workers leaving the M.D. to work in construction (half of all construction workers) are working in Canmore. In accommodation and food services the top destinations are Banff, Canmore and Cochrane. Calgary is attracting significant numbers of workers in public administration, administrative support and waste management and remediation as well as professional, scientific and technical services industries.

Figure 11 Commuter Workers by Place of Work: Bighorn, 2006 [4]



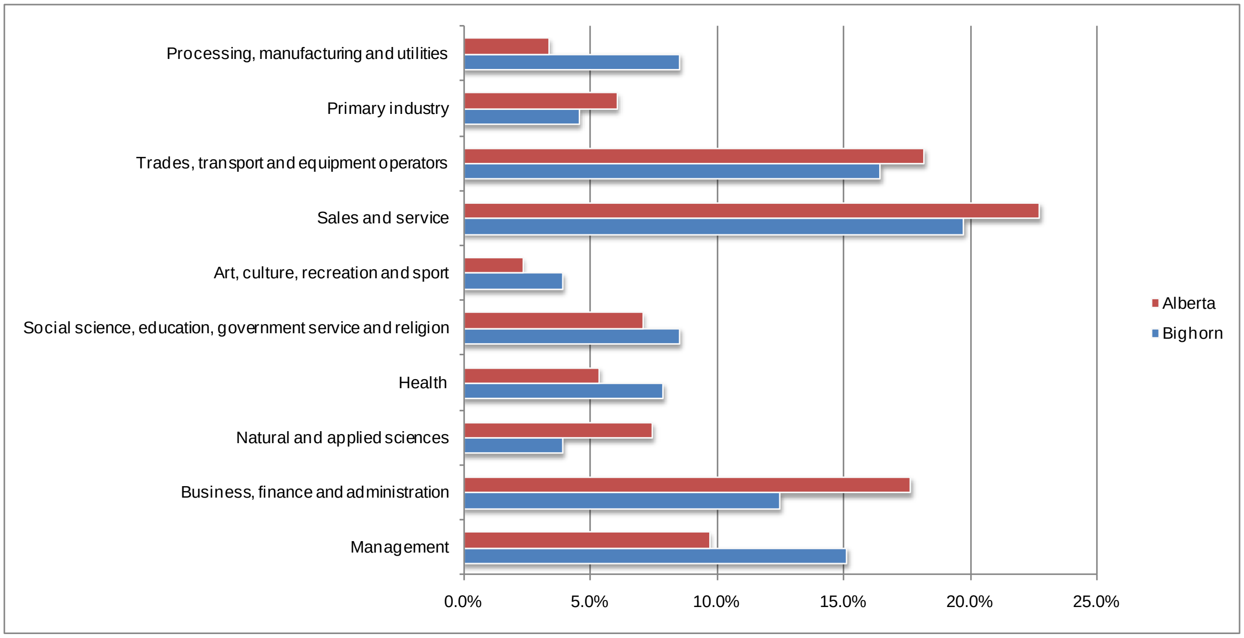
Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions

2.1.6 Employment by Occupation

Assessing employment by occupation can, in some ways, be more valuable than assessing employment by industry as occupations inform what it is that people do rather than the nature of the industry in which they work. Understanding what they do presents a clearer picture as to what other activities they may be engaged in or in which activities the M.D. can direct their economic development energy. As can be seen in figure 12, provincial occupational strengths are found in sales and service, trades transport and equipment operators, business finance and administration and to some extent management. While each of these is also a strength for Bighorn, the M.D. possesses comparative strengths in the areas of management, social science, education, government service and religion, health and art, culture, recreation and sport.

[4] Due to Statistics Canada's practice of randomly rounding for observed values of 5 or less, these calculations are not exact and total numbers of commuters may not equate to 100% of all workers. However, this does give a good impression as to the relative number of commuting workers.

Figure 12 Employment by Occupation: Bighorn, 2006



Source: Statistics Canada Community Profiles adapted by Millier Dickinson Blais and EcDev Solutions

Each of these areas of strength falls into what Professor Richard Florida refers to as the creative class or those skilled and specialized workers that are valued for what they create rather than what they make. In his book, *The Rise of the Creative Class*, Professor Florida describes the economic impact of these workers and the importance of attracting and retaining the creative worker. His work describes the kinds of places that attract creative workers and, while the focus is on cities and urban characteristics, there is value in understanding that some creative workers will be attracted to rural locations such as Bighorn for the quiet country life. Creative workers carry with them an important characteristic – they can and do work from anywhere. They are not tied to place and so it is open competition to attract them to your municipality.

The creative class of worker is someone engaged in science and engineering, architecture and design, education, arts, music and entertainment, business and finance, law and health care and related fields. Based on his work and employing National Occupation Codes and definitions the creative occupations in Canada are said to comprise:

- Professional and technical occupations in natural and applied sciences
- Teachers and professors
- Professional and technical occupations in art, culture, recreation and sport
- Finance and insurance related occupations
- Professional and technical occupations in health care
- Nurse supervisors and registered nurses
- Judges, lawyers, psychologists, social workers and ministers of religion

The relatively high concentration of workers in management, social science, education, government service and religion, health and art, culture, recreation and sport found in the M.D. is an indication that the municipality has already begun to attract creative workers to the area. Gaining an understanding of what influenced these workers to locate in Bighorn may assist the municipality in attracting more creative workers, innovators and entrepreneurs.

Returning to the commuter flow data presented in figure eleven suggest the M.D. would be best served in attracting workers from Canmore, Banff and Calgary given there are already a number of residents in creative occupations working in these communities. Further, the M.D. should support these workers to establish home based businesses or locally based businesses to increase the business activity in the M.D. The City of Calgary makes a clear case for the creative worker and creative industries in Calgary[5].

According to Calgary, and many other economic development groups, traditional definitions of creativity have been limited to the promotion of culture and the creation of artistic endeavours (such as painting, sculpting, weaving, etc.). However, new technologies and the demand for creative design, in a myriad of industries, are successfully broadening the definition of Creative Industries to include other sectors of the economy such as architecture, drafting, multi-media, software design, consulting, film and video production, information technology, research and development, and many more. All of these industries use imagination, inspiration and innovation to encourage economic development activity including employing the creative worker and the creation of new businesses.

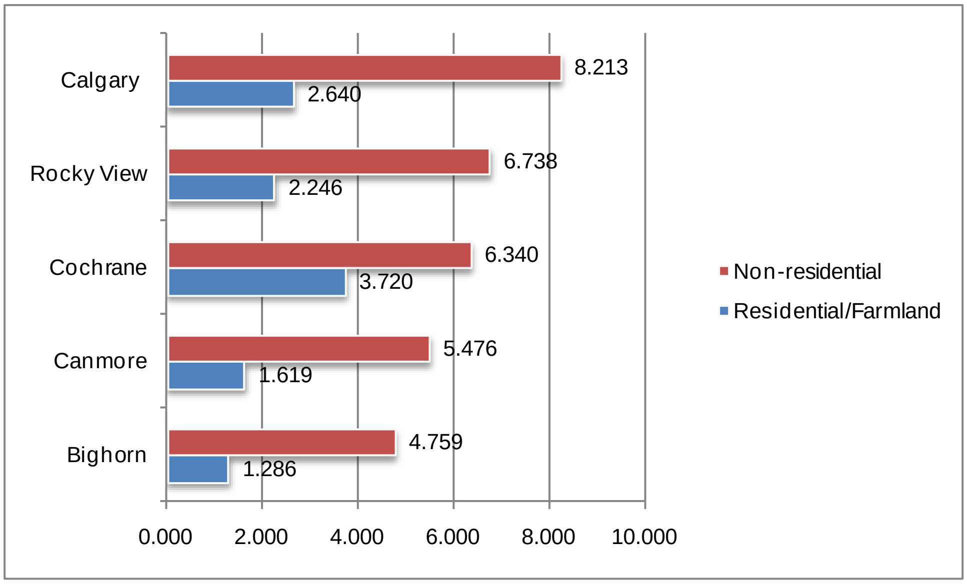
While Calgary's work focuses on its urban attractions, Bighorn has as much to offer in terms of outdoor and rural attractions. Its location on the eastern slopes of the Canadian Rockies offer its residents unparalleled access to nature and wildlife. Bighorn offers a rural lifestyle against the incredible backdrop of the Rocky Mountains within an hour's drive of Canada's 4th largest census metropolitan area (CMA's are Canada's largest cities with core populations over 100,000) and all the urban amenities it has to offer. The key thing to keep in mind is that creative workers can, and do, work and live anywhere they choose. It is up to Bighorn to find those characteristics of the municipality most sought after by the creative worker.

[5] http://www.calgaryeconomicdevelopment.com/industry/creative

2.1.7 Municipal Tax Rates

Municipal tax rates and other associated business costs are costs factored into business location decisions made by all firms. All else being equal (access to skilled labour, input goods and customers along with transportation corridors and quality of life etc.); communities with lower municipal tax rates are at a comparative advantage to other communities. As can be seen in the figure 13, the M.D. of Bighorn has significantly lower tax rates than all neighbouring municipalities for both residential/farmland and non-residential taxes.

Figure 13 Municipal Tax Rates: Bighorn and Neighbouring Communities, 2009



Source: Alberta Municipal Affairs Municipal Profiles adapted by Millier Dickinson Blais and EcDev Solutions

3 Municipal Document Review

3.1 Municipal Development Plan (MDP) 1998

The Municipal Development Plan identifies several goals that must be considered in creating an economic development and tourism strategy these being:

- Protecting the natural environment especially in areas deemed as environmentally significant
- Encourage the conservation of energy and the development of alternative energy
- Recognize the significance of the Ranchlands portion of the M.D.
- Recognize the significance of resource extraction, power generation and other industrial development in the Bow Valley Corridor
- Directing tourism and related development to areas that will not impact the industries of the Bow Valley Corridor

Considerations to the natural environment feature prominently in the MDP and subdivision and hamlet development may require impact assessments or wildlife management studies to proceed. The MDP raises concerns to the development of lands located in the West Jumpingpound Area due to limited access (7.1.16) and the M.D. does not encourage the development of Highway 1A by tourists due to the high volume of trucks using the Highway (7.2.1).

Comments on Tourism

- It is noted that bed and breakfast facilities are permitted as an accessory use within private residences as a home occupation (9.1.17), however, they are not permitted in the hamlet of Lac Des Arcs (13.6.8).
- It is suggested that tourism development should come from the community itself (10.1.1) and should be built and operated by community groups to serve the local community first but may also serve visitors to the area (10.1.4).
- Large scale tourism and commercial recreation facilities are not normally considered, however may be considered adjacent to exiting major transportation routes (10.1.7).
- The community in the Jamieson Road area has expressed deep concerns about tourism development in the area and a desire to maintain the area's quiet serenity and rural nature (10.2.3).
- Low impact tourism developments may be considered in the Bow Valley Corridor (10.3.2), however, developments will be restricted to sites with a history of such development in the commercial areas of Harvie Heights and Dead Man's Flats (10.3.3).

Comments on Industrial Development

- New industrial development shall be in previously disturbed areas (11.1.7).
- The M.D. strongly supports the continued development of mineral extraction (11.2.2) but new industrial operations should be located close to Highways 1A and 1X to minimize intrusion to other areas of the Bow Corridor Watershed Area (11.2.5).

Comments on Hamlets:

- Commercial development in Benchlands is not permitted (13.2.2).
- Commercial land use will not be permitted in Lac Des Arcs (13.6.1).
- A substantial light industrial area should be established northeast of Pigeon Creek in Dead Man's Flats (13.3.10).
- Exshaw can grow to accommodate approximately 1,000 people and future commercial development is encouraged (13.4.7) in order to serve the local community (13.4.8).
- Light industrial uses are encouraged in south Exshaw (13.4.9).
- Respective interests of residential and commercial landowner interests in Harvie Heights must be considered in any new development. Commercial uses oriented towards the traveling public are deemed appropriate (13.5.9).

3.2 Integrated Community Sustainability Plan

The Integrated Community Sustainability Plan was created in 2008 with the intent to provide council with a document to provide guidance on future planning and developments in order to strike a balance between anticipated development and the concerns of current residents regarding taxation and life-style. It is intended to set the stage for growth that is well managed, properly developed, fiscally sustainable with minimum impact on the lifestyles currently enjoyed by M.D. residents.

The plan sets out planning processes and provisions for the achievement of full build out in the hamlets of Exshaw and Dead Man's Flats as well as partial build out for the Horseshoe Lands Development. The ICSP states the M.D.'s primary concern to be manageable and sustainable growth with a projected permanent population in the 10,000 – 12,000 range.

3.3 Area Development/Redevelopment Plans

3.3.1 Horseshoe Lands Area Structure Plan 2007

The proposed development in the Horseshoe Lands area will combine residential, retail, and public uses. To strengthen the economic base of the community home occupations, small business and telecommuting will be encouraged. Light industrial uses will be considered appropriate for the lowlands employment area while the central business park will support clean industrial, office and service/retail industrial activities. The Town Centre employment area will be designated for specialized commercial/artisanal employment uses as well as serving the basic needs of the community and tourists. Discussions with the province are underway regarding the possibility of locating a convention centre or heritage centre within the proposed development.

3.3.2 Carraig Ridge Area Structure Plan 2007

This area structure plan is limited to requesting special subdivision and density allowing for the development of 45 homes in the south Jamieson Road area. It does not make any noted request for home based businesses or commercial usage in the ASP.

3.3.3 Dead Man's Flats Area Redevelopment Plan 2010

The vision for the future of Dead Man's Flats is to establish a vibrant, well-connected, environmentally aware hamlet that is comprised of an economically viable commercial core, a business park and attractive residential areas. It will be a successful mountain village offering services and amenities to residents, employees, outdoor enthusiasts and visitors. Characteristics of the community will be:

- A commercial core with retail, services and tourist accommodation
- Commercial development at ground level with potential for office and studio spaces above and to the rear along second avenue
- Staff housing is encouraged with commercial development
- A new business park will support light industrial uses sensitive to residential and commercial development and low demands on water and sewer infrastructure

3.3.4 Land Use Plans and Maps 2010

The hamlets of Exshaw, Dead Man's Flats and Harvie Heights have additional designated residential, commercial and industrial land use areas allowing for future development. The hamlet of Lac Des Arcs is restricted to future residential development only.

3.4 Industry Document Review

3.4.1 South Eastern Slopes Secondary Source Tourism Information (2003) and Task Force Report (2010)

The South Eastern Slopes Task Force has identified several issues that are present in the area. These issues are due to the increase of recreational activity occurring in the area from visitors. The Southern Eastern Slopes Recreational Survey has identified that about 1 million visits occur in the area annually[6]. The issue with the increased activity relies in the lack of regulatory power present in the area as identified by the Task Force. There is a need for sustainable recreational use and the help of the province to enhance public safety on not only crown lands but private lands as well.

The Travel Activities and Motivation Survey conducted in 2006 and reported in the profile report of Canadian travellers to Alberta in 2008 outlines activities that travelling Canadians partake in Alberta. Wildlife viewing, hiking, camping and climbing, were activities that half of the visitors to Alberta were involved in[7]. The Task Force outlines that visitors to the area would come to participate in those activities. It is recommended by the Task Force that the province should help with the planning and development of a strategy that can guide the regulation and safety of these activities in the South Eastern Slopes.

Upon review of the South Eastern Slopes Secondary Source Tourism Information (2003) it was determined that this report was both generic (data presented was not specific to the area) and dated. As such other reports were reviewed to supplement this area. These are presented below.

3.4.2 Visitor Data – Tourism, Parks and Recreation – March 2010

The Calgary and Area along with the Canadian Rockies bring in 37% of all Alberta bound Canadian visitors who spend the night (figure 14). These areas also attract 35% of all USA visitors and 69% of all overseas visitors spending the night in Alberta. The M.D of Bighorn is strategically positioned in this area and, as such, has considerable potential to attract some of this market.

Figure 14 Person Nights in Alberta's Regions (All Purposes)

Person Nights in Alberta's Regions - By Market (All Purposes)			
Person Nights	Canada 28.55 million	USA 3.87 million	Overseas 9.21 million
Alberta North	6%	6%	6%
Alberta Central	20%	12%	5%
Edmonton and Area	21%	38%	16%
Canadian Rockies	10%	25%	33%
Calgary and Area	27%	10%	36%
Alberta South	12%	8%	3%
Region Unspecified	4%	1%	1%

Source:Extracted from Alberta Tourism Parks and Recreation Visitor Data, 2010

[6] Southern Eastern Slopes Recreational Survey, 2004
[7] Canadian Travellers to Alberta: A Profile Report, 2008

The UK represents the largest segment of overseas visitors (figure 15) and has been experiencing recent growth. Germany and Japan also represent significant overseas segments and have been stable in recent years.

Figure 15 Key Inbound Overnight Markets to Alberta

Key Inbound Overnight Markets (In Rank Order)	Overnight Person-Visits
British Columbia	822,000
Saskatchewan	626,000
Ontario	374,000
United Kingdom	229,000
Manitoba	171,000
California	99,000
Germany	90,000
Washington	68,000
Japan	58,000
Montana	53,000
The Netherlands	48,000
Texas	47,000
Colorado	43,000

Source: Extracted from Alberta Tourism Parks and Recreation Visitor Data, 2010

3.4.3 Agri Tourism Market Potential Assessment of Alberta (Quantitative Report) – July 2003 (Gov. AB)

The salient findings from this study provide a background of the '03 agri-tourism market.

- Agri-tourism activities have a very broad appeal with nearly all respondents (99%) indicating they are somewhat or very likely to take part in at least one of the activities.
  - Shopping at a farmers market stands out as the agri-tourism experience that respondents are most likely to take part in.
  - County fairs and rodeos are also popular with the majority.
  - Food related activities such as sampling regional foods, visiting a market garden, wineries or attending fall country suppers are popular.
  - Horse related activities such as experiencing a cowboy lifestyle, horseback riding in the foothills, and horseback riding in the prairies are also popular.
  - Respondents are more likely to choose accommodations such as a cabin, country inn, or cottage than accommodations such as tent camp, farmhouse, barn loft or bunkhouse during an agri-tourism experience.
  - Respondents indicate they are more likely to visit a provincial park or a bird sanctuary, go hiking, go on a sight-seeing trip, ride a bicycle or visit a museum if these were available along with agri-tourism activities.

Bighorn's proximity and ability to provide for several outdoor recreation activities including horseback riding, hiking and cycling allow for the growth of agritourism opportunities if partnered with these outdoor recreation opportunities. Providing for accommodations such as a country inn, cottage or farmhouse also seems to present an opportunity to the M.D.

3.4.4 New Zealand Farm Tourism Article – April 2006

Farmers in New Zealand have come to include tourism as a part of their business strategies. Experience shows that turning farms into eco-tourist adventures or rural cafes, sheepdog shows, etc can attract the attention of visitors who are on rural holidays. One of the main attractions that farm tourism can bring is the personal interaction with farm family life. Urban dwellers who typically don't know how a farm family works can experience it for themselves.

Agri-tourism may also work to preserve the natural environment, where farms can act as sanctuaries for wildlife. Agri-tourism provides an opportunity to be part of the culture and social environment of a farming community. It can assist in preserving heritage and rural community values that are quickly being supplanted by urban counterparts.

3.4.5 Tourism Activity Motivator Survey - TAMS (December 2007)

Over the period of 2004-06, 11.7% of adult Canadians participated in an agri-tourism activity while on an out-of-town, overnight trip of one or more nights. Fruit-picking at a farm or open field (8.3%) was the most popular agri-tourism activity followed by dining at a farm (3.7%) and visiting a harvesting or other farm operation (2.1%). Participating in an agri-tourism activity while on a trip was the 11th most frequent culture and entertainment activity type undertaken by Canadian pleasure travelers. Of those who participated in an agri-tourism activity, 21.5% (621,453) reported that this activity was the main reason for taking at least one trip.

Travelers who participated in agri-tourism activities while on trips are more likely to be female (54.6%) and are predominantly 35 to 44 years of age. Most are married and they are more likely than average to have dependent children (less than 18 years) living at home. They are less affluent than the other activity segments and report the lowest household income ($72,288) of the 21 culture and entertainment activity types.

Travelers who participated in agri-tourism activities are more active than the average Canadian pleasure traveler while on trips. They frequently participated in activities closely associated with agri-tourism (e.g., tasting, garden-themed attractions, equestrian & western events) as well as other participatory activities (e.g., aboriginal cultural experiences). They were also frequently involved in nature-oriented activities (e.g., horseback riding, fishing) and family-oriented activities (e.g., cycling, sports & games). They take budget-conscious vacations that often involve camping and that offer learning opportunities, novelty and lots to see and do for both adults and children.

The TAMS Report confirms the findings of the Government of Alberta Agri-tourism Market Potential Assessment, showing that a connection between outdoor recreational and agri-tourism activities. Combining the two into a single marketing offer increases the potential of attracting tourist's interests in either activity. In particular hiking – a strength of the M.D of Bighorn - has a strong correlation with agri-tourism activities.

3.4.6 Bow Corridor Rock Industry (1997)

The report by the rock industry identifies several benefits of the presence of the industry:

- Production of quarriable materials for Alberta
- Provides significant employment to the M.D Bighorn and surrounding communities
- Contributes a large amount of tax revenue for municipalities
- Major supplier to the construction of local areas reducing supply costs
- Large consumer of local goods
- Contributes to over 100 community groups and initiatives

The report also recognizes the environmental management responsibilities of the industry such as:

- Operates under the Alberta Environmental Protection (EAP)

- Inspection of plants for the efficient operation of environmental protection equipment
- A part of a community environmental committee

While air quality reports from 2001 claim Bow Corridor air quality are on average with other rural communities there remains the perception of air quality issues in the area. In addition, the *Scoping of Ecological Impacts of Mining on Canada's National Parks* (2002) report notes that:

Mining continues to be a stressor for Banff National Park, with medium level rated impacts. Identified mining activities included existing plants and operations close to park boundaries, and several abandoned mine sites within park boundaries. Impacts related to mining included; impacts to carnivores from human use of mining and access roads, a perceived air quality issue, and redevelopment of abandoned mine sites.

Mining was indicated as posing potential future risk to the ecological integrity of the Park; due to redevelopment of old mine sites, the poor rehabilitation of mine sites, and the expansion of existing operations, air pollution and increased human access.

It is likely the perceptions of the mining industry might be a factor in Bighorn's ability to attract tourists to the area.