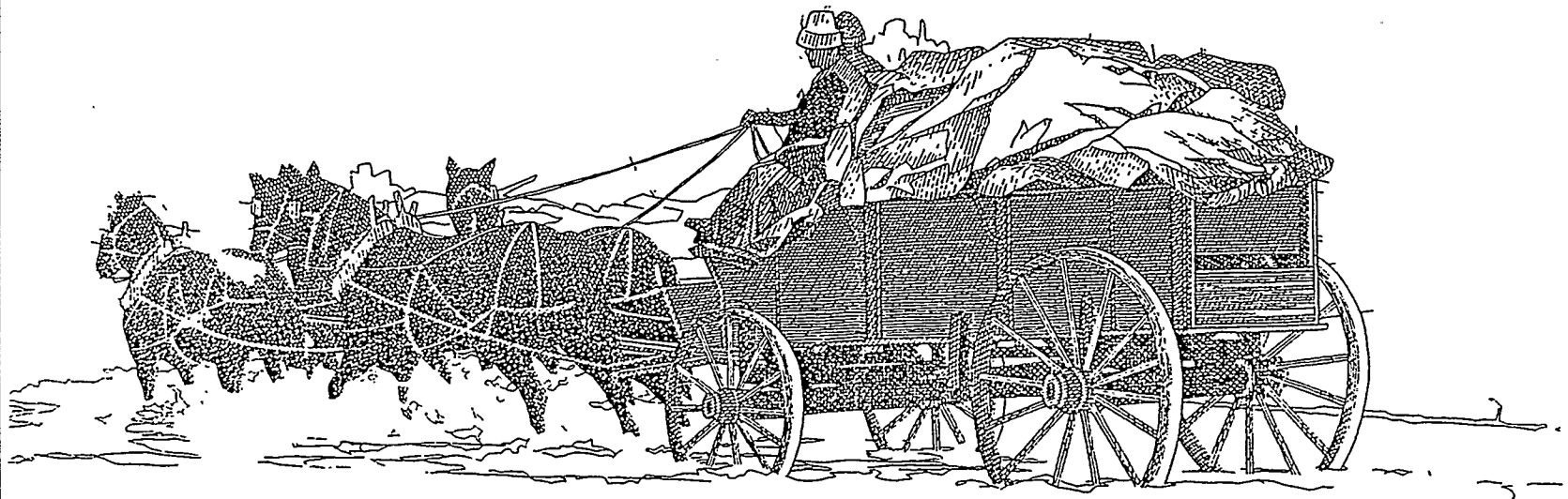# CULTURAL TOURISM DEVELOPMENT STRATEGY

TO BE BASED ON RANCHING FOR HIGH RIVER

THE CROSSING, HIGH RIVER, ALBERTA

CULTURAL TOURISM DEVELOPMENT STRATEGY

TO BE BASED ON RANCHING FOR HIGH RIVER

MASTER'S DEGREE PROJECT

THE FACULTY OF ENVIRONMENTAL DESIGN

THE UNIVERSITY OF CALGARY

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SEPTEMBER 1991

EXECUTIVE SUMMARY

High River is a town of approximately 5,000 people located about 60 kilometers south of Calgary. Unlike many other smaller communities in close proximity to a large urban centre, High River is not content to become a bedroom community for its larger neighbour. Instead, the Town is actively seeking the means to retain its distinct identity; provide job opportunities locally for its residents; strengthen its downtown shopping area; and maintain the balance of revenues derived from residential and non-residential assessment (Calgary Regional Planning Commission, 1983: 6).

Tourism has received much attention of late as one possible means for the Town to achieve several of its community development aspirations. High River has successfully applied for grant money under the Community Tourism Action Program. To date, two new signs marking the entrance to the Town have been erected and planning is underway for a rest area on Highway #2. Two major concerns identified under the Action Program are the lack of a major tourist attraction and the need for a coordinated image or theme (High River Tourism Action Committee, 1988: 17 & 27). This study addresses these two concerns and proposes a tourism strategy for the development of High River's cultural resources.

High River has a number of existing cultural tourism attractions and rich and significant history. The Town's forma-tion and its early growth was due to its location; one of the few accessible points across the Highwood River. With the rise to prominence of ranching in the larger region, High River became an administrative and service centre for this industry. Today, while High River is fully diversified, the legacy of this industry is very much apparent in the Town's architecture, dress, festivals, and traditions.

In the absence of a major tourist attraction, this study proposes that a development theme be adopted by High River. This development theme will integrate complementary or similar cultural tourist attractions, with each attraction providing a different experience relating to the overall development theme. Attraction integration will have greater interest value for visitors and will generally be more promotable. Two examples of attraction integration are the Cowichan and Chemainus Valleys Ecomuseum in British Columbia and the Crowsnest Pass Ecomuseum in Alberta.

Given High River's existing and potential tourism attractions and in consideration of its significant history, this study proposes that the Town adopt a development theme based upon its ranching heritage. This theme will not only integrate the many cultural tourism attractions and events of High River, but will enable the Town to work with other operators of ranching tourism attractions in the surrounding region.

As part of High River's ranching heritage theme, this study proposes the following cultural tourism attractions be developed: an audio-visual presentation and murals depicting the community's and region's ranching heritage, a reconstructed stopping house similar to the one that greeted the earliest settlers, and a guided tour of a modern meat slaughtering plant. These attractions will complement existing ranching attractions and events such as the Guy Weadick and Little Britches Rodeos and the Museum of the Highwood. Community cultural tourism attractions will be linked by way of a walking tour, complete with tour guide.

Regional cultural tourism attractions relating to ranching will be linked by way of circle tour, both coach and private vehicle. Three circle tours are proposed - one full day and two half day excursions. A national or provincial historic working ranch will be an integral part of two of the three circle tours. This historic ranch, in combination with the slaughtering plant and the many other ranching interpretive attractions, provides the unique opportunity to tell the ranching story in its entirety. No other region in the province can boast such a claim.

This cultural tourism strategy will be operated by a charitable trust. As an incorporated, non-profit association, this trust will be in a position to accept gifts, grants and other assistance in furtherance of its objectives. Additionally, the trust will operate independently of existing bureaucratic and political structures. Funding for the cultural tourism development strategy and the establishment of the charitable trust will come from a variety of sources. It is unreasonable to expect one level of government or one program will assume complete responsibility for the capital cost to implement this strategy. Thus, co-operative cost-sharing ventures between the private sector, the public sector, and groups and organizations for the preservation of heritage resources will be required.

DEDICATION

This Master's Degree Project (MDP) is dedicated to my mother and father for the emotional and financial support they provided. To my friends for their encouragement and moral support throughout this endeavor. And to all my colleagues in The Faculty of Environmental Design for their assistance and friendship, and for making my stay in Calgary a memorable one.

ACKNOWLEDGEMENTS

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INTRODUCTION

The purpose of a Master's Degree Project (MDP) is to demonstrate the student's proficiency in his or her area(s) of concentration: in this case, small town development, historic preservation, and tourism planning. Using the Town of High River in Alberta as a case study, a conceptual tourism plan to be based on the development and promotion of this Town's cultural resources will be outlined. The specific objectives of this plan will be to help the Town achieve several of its community development aspirations and to protect its cultural resources, through cultural tourism.

High River (population of approximately 5,000) is located about 60 kilometers south of Calgary (population of over 700,000). Unlike many other smaller communities situated in close proximity to a large urban centre, High River is not content to become a bedroom community for its larger neighbour. Instead, the Town is actively seeking the means by which to retain its distinct identity; provide job opportunities locally for its residents, especially its youth; strengthen its downtown shopping area; and maintain the balance of revenues derived from residential and non-residential assessment (Calgary Regional Planning Commission, 1983: 6).

Tourism has received much attention of late as one possible means for the Town to achieve several of its community development aspirations. High River has a number of cultural

tourism attractions and a rich and significant history. The Town's formation and its early growth was due to its location; one of the few accessible points across the Highwood River. With the rise to prominence of ranching in the larger region, High River became an administrative and service centre for this industry. Today, while High River is fully diversified, the legacy of this industry is still very much apparent in the Town's architecture, dress, festivals, land uses, traditions, etc..

With the growing interest in cultural tourism in general and Western frontier history in particular, it is proposed that High River capitalize on its long association with the ranching industry. By integrating existing and proposed cultural tourism attractions related to ranching, it is hoped that the Town will be in a position to offer the tourist an interesting and unique visitor experience. While this MDP focuses on cultural tourism, it is not intended to infer that this is the only course of action available to High River for the development of tourism.

This MDP is the result of a great deal of analysis of the study area and input from community leaders. The author worked on two previous studies involving High River: (1) a downtown revitalization strategy, and (2) a regional cultural tourism strategy. In the latter study, the author was part of a team responsible for developing an Ecomuseum to be based on ranching for a region centred by High River. Additionally, the author attended a three day workshop of the High River Tourism Action Committee, in which tourism data was gathered and analyzed for the purpose of producing a Community Tourism Action Plan.

Pertaining to this project, the author undertook an extensive data gathering exercise and administered a number of questionnaires to community leaders in heritage and tourism planning. Techniques used to gather data included: a literature review, informal discussions with residents, and personal observations. In some cases, the data utilized was not current but the latest available. Questionnaires to community leaders in heritage and tourism planning dealt with such issues as administrative frameworks, future initiatives, and project feasibility. Due to monetary and time constraints, resident participation was not actively employed and a tourism market analysis for the Town was not performed. In the latter case, current information for the Chinook Country Tourist Destination Zone, in which High River is situated, was used.

Five chapters follow the introduction. The first three chapters provide background information on cultural tourism and the Town of High River. The final two chapters outline a cultural tourism development and implementation strategy for High River. The specific objectives of each chapter are as follows.

Chapter one will examine the activity known as cultural tourism. This chapter will discuss the role of culture as a motivating factor for tourism, define cultural tourism and provide examples of cultural tourism developments, outline possible development frameworks, and address the benefits and costs associated with cultural tourism development.

Chapter two will provide background information on High River. Of particular importance, will be an examination of the role tourism is expected to play in the Town's development and an account of the Town's early history. This historical account will form an integral part of any proposed cultural tourism strategy and will be used in the design of development themes.

Chapter three will undertake a cultural tourism attraction inventory and tourism market analysis for High River. This attraction inventory and market analysis will provide evidence in support of encouraging further cultural tourism development.

Chapter four will present a cultural tourism development strategy for High River. This development strategy will be divided into two sections: (1) the development framework, and (2) the development plan. The development framework will outline a model and guidelines for the development of the Town's cultural tourism resources; while the development plan will discuss the development of specific cultural tourism attractions.

Chapter five will outline a plan of implementation for the cultural tourism development strategy. This plan will be divided into three sections: (1) administration, (2) financing, and (3) phasing.
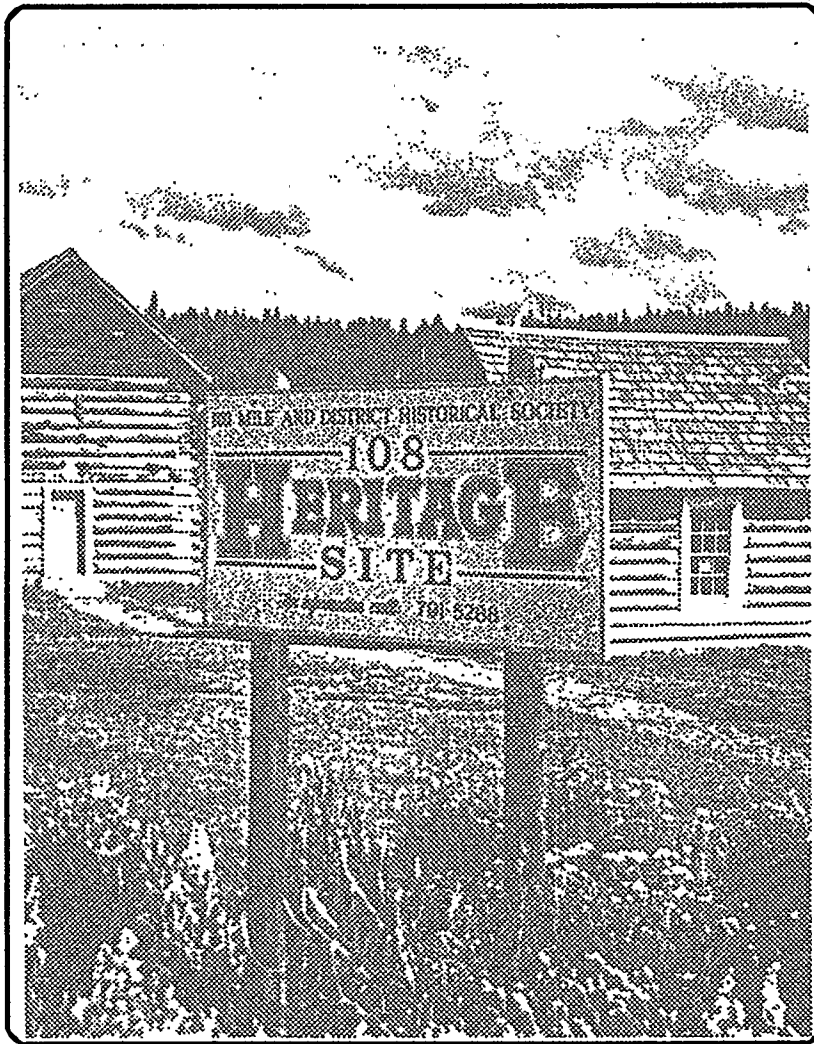
1 UNDERSTANDING CULTURAL TOURISM

INTRODUCTION

This chapter will examine the activity known as cultural tourism. More specifically, the chapter will describe the functional tourism system, discuss the role of culture as a motivating factor for tourism, define cultural tourism and provide examples of cultural tourism developments, outline possible development frameworks, and address the benefits and costs associated with cultural tourism development. A small town and rural area bias will be present throughout the discussion; thus, the field examples cited and the benefits and costs raised will involve or relate to less populated areas. This spatial bias is introduced to focus the discussion on those aspects of cultural tourism that are of relevance to the case study.

THE FUNCTIONAL TOURISM SYSTEM

Although there is a considerable body of literature on the subject of tourism, there is no one universally accepted definition. As Cohen (1974: 527) stated, "... there are almost as many definitions of tourism as there are studies of the phenomenon." For the purposes of this study, a definition provided by Mathieson and Wall (1982: 1) will suffice. Tourism, according to these two authors, is defined as "... the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken

during their stay in those destinations, and the facilities created to cater to their needs."

One means of understanding the intricacies of tourism is to view it as a system of interrelated components. Gunn (1982: 69-73) describes five such components which together form the functional tourism system (figure 1.1). These components are grouped as either being demand or supply oriented. The demand side comprises the population component, while the supply side encompasses the four remaining components: transportation, attractions, services, and information/promotion. Within the population component are all people with an interest in and ability to travel. The most important unit of the supply side, the major 'pulling' power, is the attraction component, providing for both the appeal and the provision of satisfactions from participation (Gunn, 1986: 10).

While each component is affected by the functioning of the other components within the system, they are also as a group influenced by factors external to the system. These external factors are listed in figure 1.2. Thus, when planning for tourism development, both the internal and external 'environment' must be considered.

The most important unit of the supply side is the attraction component. In the absence of a major attraction or cluster of

Figure 1.1 The Functional Tourism System (Gunn, 1988: 68).
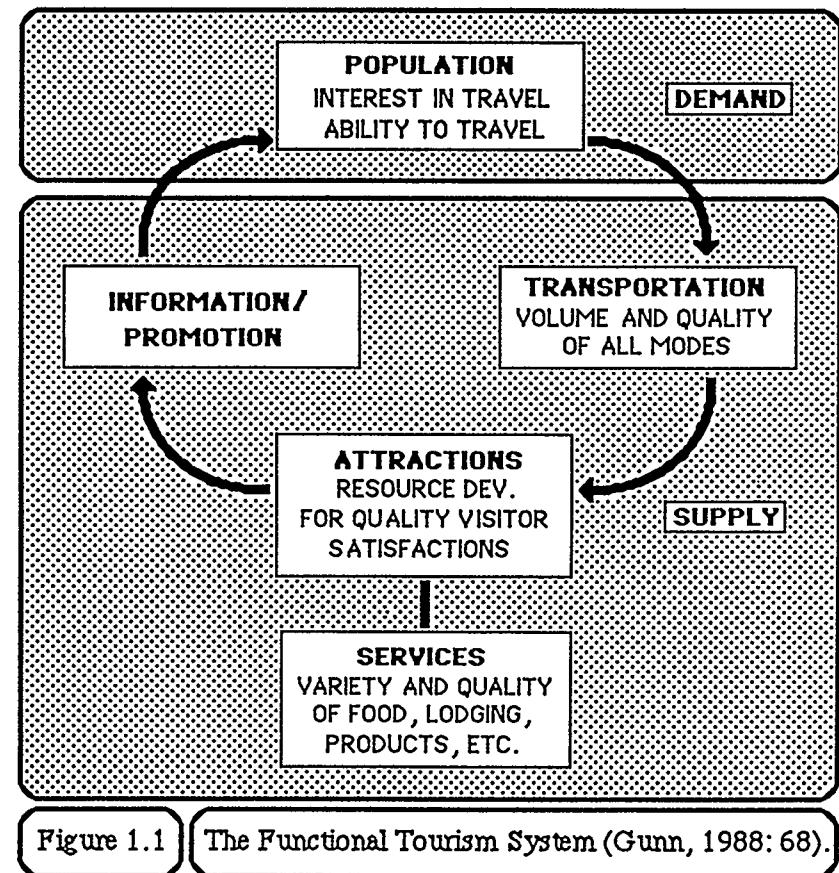
smaller attractions, there will be little reason for people to visit an area or region regardless of expenditures on the other three supply components. Conversely, without adequate provision of infrastructure, services and information/promotion, an attraction cannot be successful. Thus, while this discussion focuses on the

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                    ⊕ CULTURAL
                      RESOURCES

  ORGANIZATION/                    ⊞ GOVERNMENT
  LEADERSHIP                         POLICIES

  COMPETITION    FUNCTIONING     $ FINANCE
                 TOURISM
                 SYSTEM

  NATURAL                          COMMUNITY
  RESOURCES

            ♀ ENTREPRENEURSHIP
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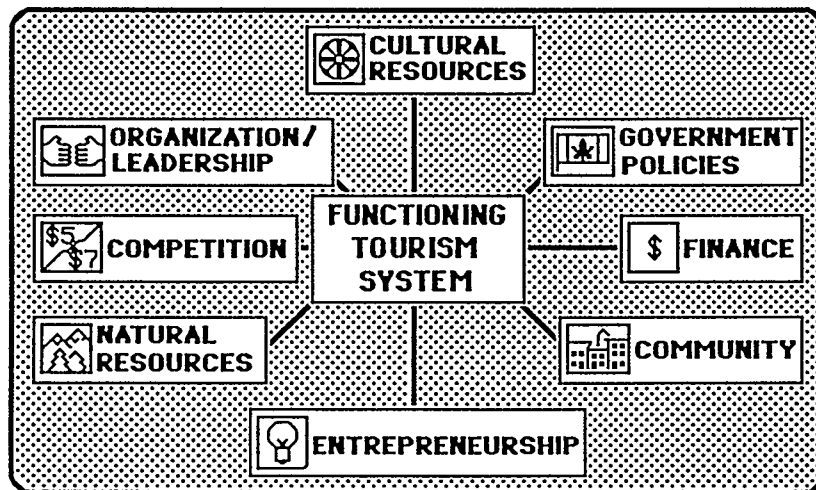
Quantity and quality of natural resources. Destinations having poor quality or being void of these assets will not be able to support development to meet certain market needs.

Increased interest in heritage and roots has stimulated the fields of anthropology, archeology, geography and history. Places that have especially important cultural characteristics are being favoured for tourism development over bland and lackluster areas.

Because tourism is dynamic, needed are entrepreneurs who visualize opportunities for new developments and creative ways of managing existing developments.

Financial backing is an important factor for both public and private tourism development.

Before an area begins tourism expansion, it must research the competition — what other areas can provide the same opportunity with less cost and greater ease?

Political, environmental, religious, cultural, ethnic, and other groups in an area can make or break the development of tourism.

From federal to local governing levels, statutory requirements may foster or hinder tourism development.

Both private and public organization and leadership are essential if much tourism development is anticipated.

Figure 1.2 Influences on the Functional Tourism System (Gunn, 1988: 73-76).

role of attractions, it is not intended to underplay the importance of the remaining three supply components.

When discussing the attractiveness of an area or region for tourism, the question of what motivates people to travel is an important consideration. There have been numerous classifications of travel motivations over the past two decades. Wahab (1975: 10) produced a fivefold classification which included recreational tourism, cultural tourism, health tourism, sport tourism, and conference tourism. Smith (1977: 2-3) proposed a typology which included Wahab's first two categories plus historical tourism, ethnic tourism, and environmental tourism. Ritchie and Zins (1978: 256) outlined an eightfold classification of attributes adding to the attractiveness of an area or region for tourism (figure 1.3). This classification includes many categories ignored in the two previous classifications, such as accessibility, attitudes towards tourists, infrastructure, price levels, and shopping.

While these classifications are useful for revealing the array of factors motivating tourists to travel, they all assume that tourists travel for one specific reason. In reality, tourists may choose a destination for more than one reason and their behaviour may not entirely reflect their initial travel motivations (Mathieson and Wall, 1982: 19).
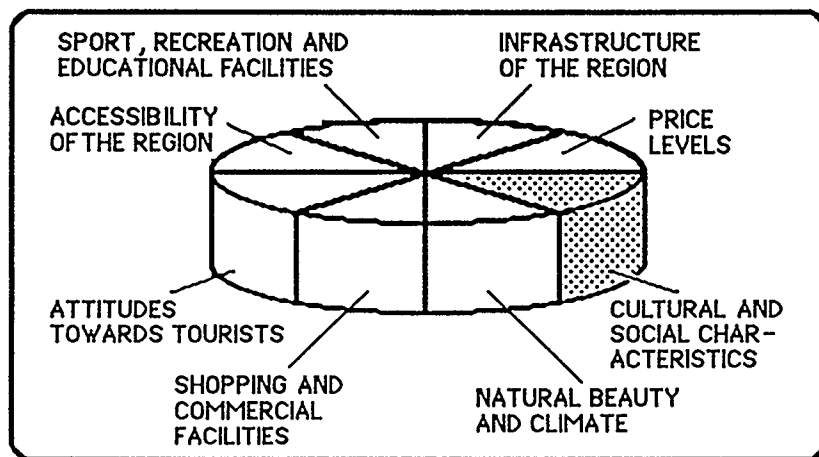
Figure 1.3 Determinants of Tourism Attractiveness (Ritchie and Zins, 1978: 256).

Diagram labels: SPORT, RECREATION AND EDUCATIONAL FACILITIES; INFRASTRUCTURE OF THE REGION; ACCESSIBILITY OF THE REGION; PRICE LEVELS; ATTITUDES TOWARDS TOURISTS; CULTURAL AND SOCIAL CHARACTERISTICS; SHOPPING AND COMMERCIAL FACILITIES; NATURAL BEAUTY AND CLIMATE.

THE ROLE OF CULTURE

One of the major reasons why people travel is to satisfy cultural motivations. This statement is not only supported by the inclusion of culture in most classifications of tourist motivations but also by recent documentation on visitor participation.

In Canada, according to the Department of Communications, 50 percent of foreign tourists visit art and heritage related institutions and events, and a full 29 percent incorporate visits to such places into their travel plans. In 1987, 21 percent of U.S. tourists to Canada considered cultural pursuits to be the main motivation for their trip to Canada, while 63 percent of French

visitors "looked into" visits to cultural and historical sites and gatherings when deciding to visit Canada (Zuzanek, 1988: 3).

Overall, between one third to one half of tourists in Canada, foreign as well as domestic, quote cultural and historical attractions as the main or complementary reason for their travel (Zuzanek, 1988: 3). While Canada's cultural assets may not attract as many tourists as its natural resources, culture in a broad sense contributes significantly to Canada's appeal as a tourist destination. According to the 1985 study of the U.S. Pleasure Travel Market, conducted by Longwoods Research Group for Tourism Canada: "None of Canada's individual products, including its great outdoors, its major cities and its resorts, has an image which stands up well to competition.... Instead, Canada's strength lies in the fact that it is a foreign destination, close and familiar, and yet somewhat different. The essential difference is the people of Canada - their British and French heritage, their ethnic diversity and their regional and local traditions."

One province that is fast capitalizing on the growing interest in cultural tourism is Alberta. Prior to 1955, this province was home to only a handful of cultural tourism facilities. Today, Alberta has 12 historic parks, 14 provincially-operated historic facilities, 40 archives, and over 100 community museums. Collectively, over three million people per year visit

these attractions, with a large percentage of these visitors with out-of-province and out-of-country origins (Byrne, 1988: 12).

CULTURAL TOURISM DEFINED

As with tourism, there is no one universally accepted definition of cultural tourism. The World Tourism Organization's Cultural Tourism Charter defines cultural tourism as "... that which is aimed ... at the discovery of sites and monuments" (Tighe, 1985: 234). This definition, however, fails to include a number of other cultural tourism activities, thus a broader definition is necessary. For this study, a definition outlined in a 1985 working paper for the World Tourism Organization will be used. Cultural tourism, according to this working paper, "... includes movements of persons for essentially cultural motivations such as study tours, performing arts and cultural tours, travel to festivals and other cultural events, visits to sites and monuments, travel to study nature, folklore or art, and pilgrimages" (Tighe, 1985: 235).

Zuzanek (1988: 2-3) identifies five major cultural motivations for travel: (1) communal history and heritage; (2) cultural offerings such as art galleries, museums, musical festivals, theatres, etc.; (3) carnivals, fairs, festivals and special events; (4) educational attractions, e.g. botanical gardens, science

museums, zoos, etc.; and (5) entertainment and life-style attractions such as night clubs, restaurants, shopping centres, etc.. Richie and Zins (1978: 256) outline twelve forms of cultural attractions that contribute to a community's or a region's attractiveness to tourists (figure 1.4). Among the cultural attractions listed are attributes such as architecture, dress, leisure activities, religion, and work.

1. WORK	7. RELIGION
2. DRESS	8. EDUCATION
3. ARCHITECTURE	9. TRADITIONS
4. HANDICRAFTS	10. LEISURE ACTIVITIES
5. HISTORY	11. ART/MUSIC
6. LANGUAGE	12. GASTRONOMY

Figure 1.4 Cultural Elements Contributing to the Attractiveness of a Tourism Region (Ritchie and Zins, 1978: 256).

CULTURAL TOURISM DEVELOPMENTS

When pursuing cultural tourism, a community or a region should try to integrate the cultural tourism attractions that are interdependent. In today's market competition, the small and separate attraction pales before the larger complexes. Except where touring is the attraction, travellers seek to reduce the inconvenience of many separate trips and stops for relatively unimportant attractions. Attraction integration can create larger

complexes, even when the several parts are owned and managed separately. These larger complexes have greater interest value for visitors and are generally more promotable (Gunn, 1988: 121).

Two examples of attraction integration are the Cowichan and Chemainus Valleys Ecomuseum in British Columbia and the Crowsnest Pass Ecomuseum in Alberta. These two Ecomuseums or open air museums employ a development theme to integrate the many cultural tourism attractions under their jurisdiction. In both cases, the chosen development theme is based on an industrial activity: forestry in the Cowichan and Chemainus Valleys and coal mining in the Crowsnest Pass. Their concern, however, is not restricted to the industrial processes and products of this activity, but also includes the economic and social heritage of the industrial past.

The Cowichan and Chemainus Valleys Ecomuseum tells the forestry story in its entirety, from seed to sawmill (figure 1.5). These two valleys have long echoed with the sounds of logging and lumbering. Sawmilling in the valleys dates back to 1862, the earliest days of the forest industry in British Columbia. Interpretation takes a variety of forms. Information panels, murals, museums and reconstructed buildings recount the early days of forestry. Guided tours of a demonstration forest, a functioning sawmill and a seeding research station convey current practices (Kennedy, 1988: 17-19). Festivals and special events

relating to forestry provide opportunities for residents and visitors to interact.

Figure 1.5   The Cowichan and Chemainus Valleys Ecomuseum. Development theme based on the forest industry (North Cowichan Tourism Committee).
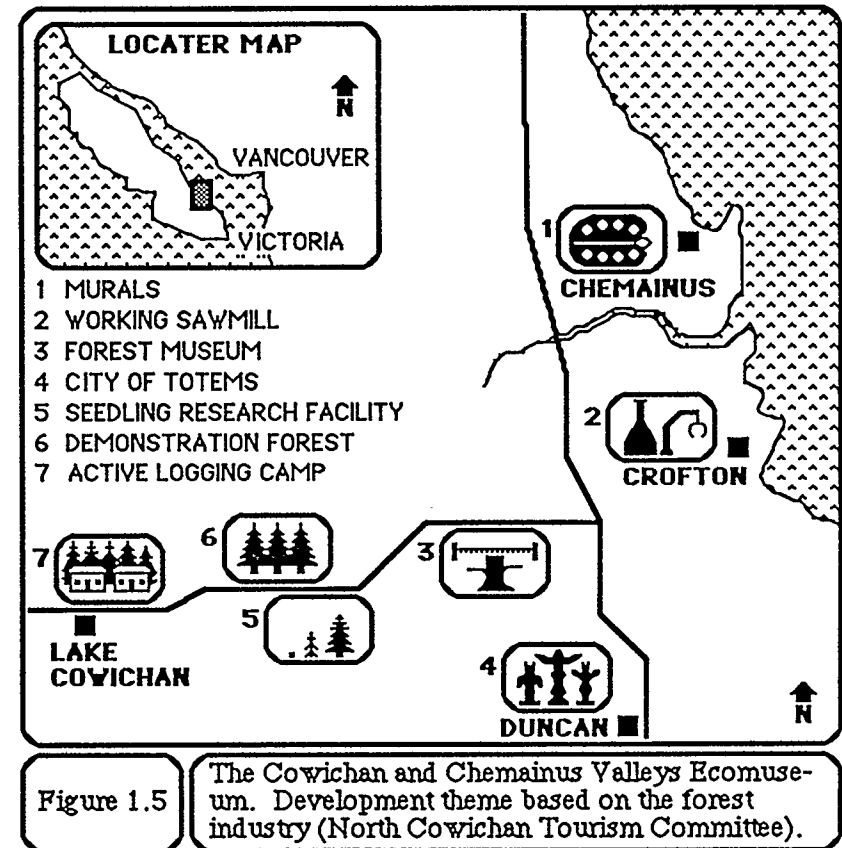
In the Crowsnest Pass, each community presents a sub-theme or sub-themes relating to the "... life and times of the coal industry at the turn of the century" (Jamieson et al., 1988: 98)

(figure 1.6). Major sub-themes being communicated include: coal extraction, coal processing, mining tragedies, and socio-economic conditions. Interpretation is achieved by way of: community museums, industrial archeology and historic preservation techniques, festivals and special events, and information panels and murals. Regional cultural tourism attractions are linked by bus and driving tours, while community cultural tourism attractions are linked by walking tours (Jamieson et al., 1988: 97-100).

The above two examples of attraction integration can provide valuable insights and lessons for formulating a cultural tourism strategy. Both developments offer many cultural tourism attractions, with each attraction providing a different experience relating to the overall development theme. The end products are interesting and unique tourist destinations.

CULTURAL TOURISM FRAMEWORKS

The following discussion will address some of the initiatives and programs that have helped shape cultural tourism developments in Alberta. This analysis will concern itself with community and regional initiatives and programs only and its intent will be to highlight some of the frameworks available to the case study for the development of its cultural resources.

At the community level, the most influential initiative is the Community Tourism Action Program. This Program is administered by Alberta Tourism and provides $30 million over a five year period ending August 1, 1993 (on a cost shared, per capita basis) to those communities with a formally endorsed

Figure 1.6 The Crowsnest Pass Ecomuseum. Development theme based on the coal industry (Jamieson et al., 1990: 98-99).
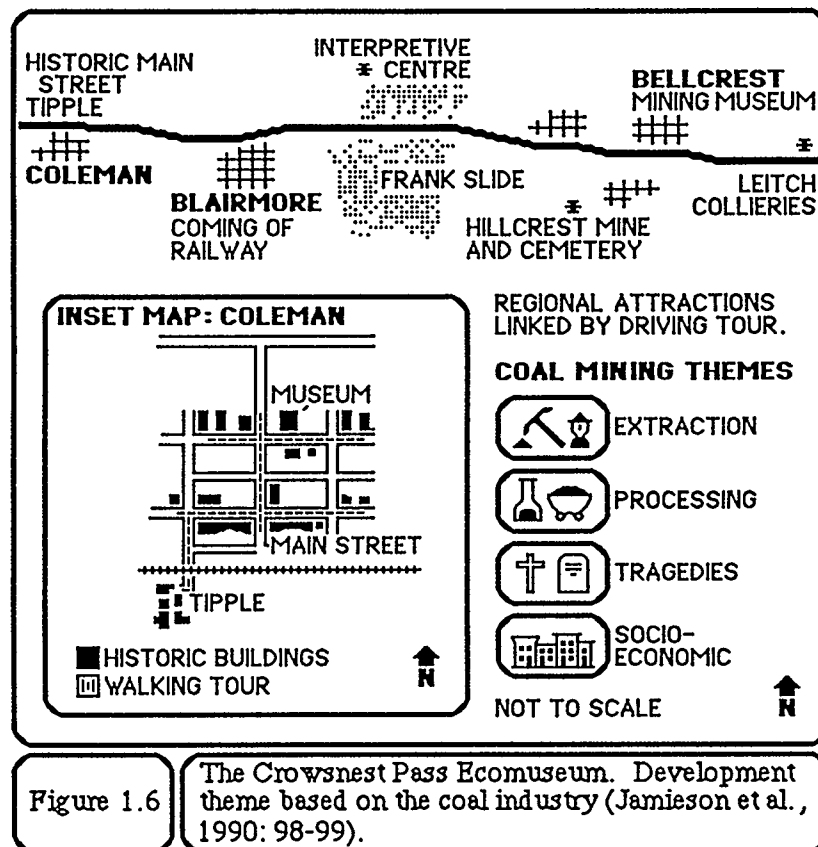
Tourism Action Plan (Scerbak, 1988: 75). All Action Plans are prepared in accordance with a specified manual and are intended to assist local governments in organizing, developing and implementing their tourism objectives (Scerbak, 1988: 66).

While the Tourism Action Program does not deal specifically with cultural tourism per se, many participating municipalities have used the Program to identify cultural resources in and around their communities either for further study or development. It is conceivable that the planning process and the committee created to enact this process could be used in the development and implementation of a cultural tourism strategy.

Another tourism initiative available to a community or a region for the development of its cultural resources is the Ecomuseum. An Ecomuseum is a cultural development project that seeks to preserve an area's historic artifacts and buildings, harnesses local culture and folklore, and attempts to communicate a unique "sense of place" to visitors (Jamieson et al., 1988: 82). The concept derives from Europe and is a hybrid between the French regional Nature Parks and the Scandinavian open air museum. Ecomuseums take a variety of forms and, in different areas, the term may mean many different things. In some cases, it is an interpretive centre, in others an instrument for development. It may include a park or makeshift museum, a centre for ethnographic conservation, or the preservation of industrial heritage. A single Ecomuseum may incorporate all of these elements or only a few (Jamieson et al., 1988: 91).

There is only one Ecomuseum in Alberta and this is located in the Crowsnest Pass. This Ecomuseum is designed to maintain and interpret the historic resources of the Pass, while improving the amenity of the region and fostering economic development through cultural tourism (Jamieson et al., 1988: 97). The Ecomuseum capitalizes on the region's long coal mining history and is run by a Trust - a ten member board independent of the Municipal Council. This Trust has a number of roles: it makes decisions, plans, and acts as banker and developer (Jamieson et al., 1988: 97-102).

THE BENEFITS AND COSTS OF CULTURAL TOURISM DEVELOPMENT

Before embarking on a strategy of cultural tourism, a community or a region must realize that there are costs as well as benefits. Obviously, the desired course of action will be that which maximizes the benefits and minimizes the costs. One way to achieve this objective, is to make tourism a part of the overall community planning responsibility. All too often, planners of small communities and rural areas fail to consider tourism or treat it as an afterthought. As a result, piecemeal planning often occurs. This piecemeal planning, directed singularly, such as for

agriculture, forestry, transportation, or water supply, may create, rather than solve many problems (Gunn, 1986: 14). When tourism is incorporated into the overall economic and land use planning, all sectors gain.

Economic development is cited by many communities and regions as the major reason for pursuing tourism. Spurred on by multipliers ranging from about 1.5 to 2.5, many proponents foresee a profitable return on their investment in tourist attractions and facilities (A Mixed Blessing, 1982: 26). Unfortunately, these forecasted returns are rarely realized, especially in small communities and rural regions. This discrepancy is usually not due to gross mismanagement or inflated forecasts of market demand, but is the result of using an overly generous multiplier. For non-metropolitan regions, particularly in Western Canada, a multiplier for tourism in the range of 1.2 to 1.4 is more realistic (Detomasi, 1988: 127). The reason for this, is that leakages - savings, taxes, and imports - in a small community or a rural region will be greater than in a large urban centre. In a large urban centre, imports tend to be relatively smaller, and savings and taxes are more likely to reappear in the spending stream (in the form of investment and government spending) than in a smaller economy (Detomasi, 1988: 127).

With the prospect of a greatly reduced multiplier, are there any economically justifiable reasons for a small community or a

rural region to develop and promote its cultural resources? The answer to this question is "yes." First, the addition of only a few new businesses can substantially increase the economy of a small community (Gunn, 1986: 19). Second, the improvement of a community's "quality of life" - the attractiveness of a particular community as a place to live or work - associated with cultural tourism development, may be an important factor in a firm's decision to expand, establish, or relocate in that community or region. A recent survey of 1,290 firms conducted by the Joint Committee of the U.S. Congress confirms this surprising finding in its strongly worded conclusion:

> A community's quality of life is more important than business related factors.... The results of this survey suggest that individual programs and policies which respond to a particular business need will probably be of limited success in encouraging firms to expand or attracting new firms if they are not part of a comprehensive effort to upgrade the quality of life in the community (Partners for Livable Places, 1985: 120).

Third, and finally, cultural tourism development will help diversify the local economy. Many small communities and rural regions rely upon the production of a single product or staple. As a result, their economic livelihood is dependent upon decisions made in distant board rooms and markets. Through small scale and locally directed tourist initiatives, a degree of economic stability and self-determination can be achieved.

There are other benefits of a non-economic nature associated with cultural tourism development. These benefits, mainly cultural and social in nature, are often dismissed because they cannot be easily quantified. They are, however, no less important.

Cultural tourism development can lead to improved community pride and spirit. These emotions are often reinforced by tourists who express interest in the hosts' way of life. This interest can revive lost cultural traditions and provide a market for local handicrafts. The preservation of cultural resources associated with cultural tourism development can retain a community's unique sense of place, allow for architectural diversity in the built environment, and foster emotional security in people by maintaining links with their past (Stripe, 1983: 59). Furthermore, the allocation of additional park space and the construction of attractions and facilities for tourists, can lead to an improved quality of life for residents.

It is a well known characteristic of tourism that it frequently destroys the very thing it was meant to celebrate. The case against encouraging cultural tourism development takes two major forms: (1) the damage visitors can inflict upon the resource itself; and (2) the socio-economic damage visitors can inflict upon the visited community.

Environmentally and Historically Sensitive Cultural Tourism Development: Revelstoke, British Columbia.

The most primitive level of damage is willful destruction inflicted upon sites by visitors. This problem has become so acute, that many a responsible official has resorted to installing expensive alarm systems or contracting out security personnel. In fact, some provincial ministries have stopped telling where Indian petroglyphs are located because they inevitably fall victim to vandals (Webber, 1985: 43).

Damage does not have to be willful to be of concern. Certain areas, due to their sensitive nature, can handle only so many people before the environment or experiences are degraded. In Quebec City, for example, buildings have suffered great

structural damage from vibrations caused by traffic in streets never designed for the automobile (A Mixed Blessing, 1982: 26).

Most damage, however, is caused by the erection of structures and signage, and the installation of infrastructure, to accommodate the tourist. In Quebec City, to make way for highways, parking facilities, and hotels, many historic structures have been destroyed (A Mixed Blessing, 1982: 26). In Charlottetown and Kingston, tourism spurred the erection of hotels that were not only out of character and size with their surroundings but also cut the citizenry from their own waterfronts (Dalibard, 1985: 2). These examples are not isolated instances; they have become commonplace, the result of an apathetic public, indifferent developers, and overly anxious public officials.

Damage from tourism is not confined to the resource itself; it can, in many cases, affect the larger community or region in which the resource is located. The attraction of large numbers of tourists and the addition of facilities to accommodate them can throw a community's once-placid social life into disarray. Traditional shops are often replaced by boutiques and souvenir stores, prices may rise, changes frequently occur in working hours, overcrowding is common, local infrastructure and facilities are subject to overloading, and phony folk culture may result (Turgut, 1984: 18). It should also be noted, that these costs are not being shared in the same proportions as the economic gains to

the community generated by visitor spending. Thus, it may not be in everybody's best interest to encourage tourism.
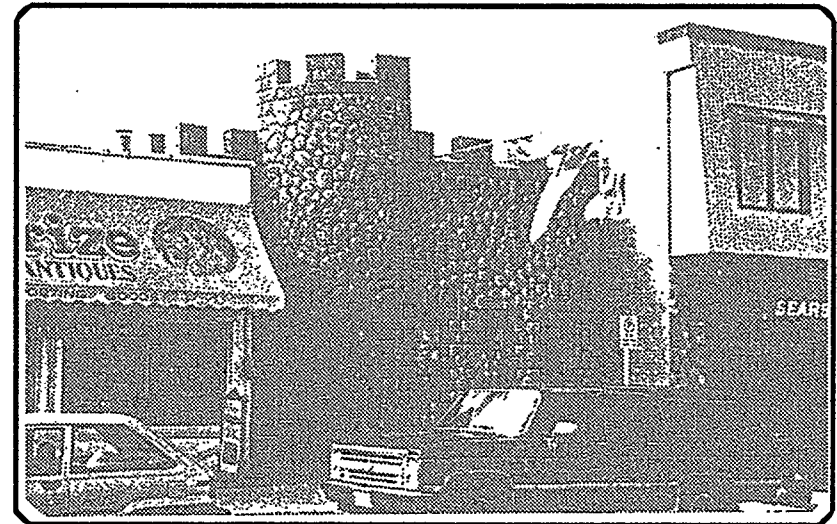
Environmentally and Historically Insensitive Cultural Tourism Development: Salmon Arm, British Columbia.

One of the few Canadian studies attempting to measure the impact of increased tourism upon a community, is that undertaken by York University professor George Doxy (1975). Taking as his subject Niagara-on-the-Lake, Doxy asked a host of questions and found in the answers he received a four part reaction to tourism (figure 1.7).

While Doxy's four part reaction appears to offer little hope, he does concede that this reaction is not inevitable; that many of these irritations can be avoided or minimized through prior planning. This point should not be lost in a community's or a region's haste to proceed with development. To be truly successful, a community or a region must minimize the damage and irritants associated with tourism development, while, at the same time, try to provide an equitable opportunity for everyone to share in the benefits.

EUPHORIA	Initial phase of development, visitors and investors welcome, little planning or control mechanism.
APATHY	Visitors taken for granted, contacts between residents and outsiders more formal, planning concerned mostly with marketing.
ANNOYANCE	Saturation points approached, residents have misgivings about tourist industry, policy makers attempt solutions via increasing infrastructure rather than limiting growth.
ANTAGONISM	Irritations openly expressed, visitors seen as cause of all problems, planning now remedial but promotion increased to offset deteriorating reputation of destination.

Figure 1.7   Causation Theory of Visitor-Resident Irritants (Scerbak, 1988: 72).

CONCLUSIONS

Cultural tourism as an activity is becoming increasingly popular. This popularity is evidenced by the inclusion of this activity in most classifications of tourist motivations and by recent visitor participation rates. As a result, many communities and regions are developing their cultural resources for tourism purposes. Through cultural tourism development, these communities and regions aspire to improve their economic situation and quality of life. However, communities and regions pursuing cultural tourism, must also consider the costs associated with this activity. These costs include 'damage' to the resource itself and to the visited community. Through prior planning, many of the costs associated with cultural tourism development can be controlled or mitigated.

When developing cultural tourism, a community or region should try to integrate the cultural tourism attractions that are interdependent. In today's market competition, the small and separate attraction pales before the larger complexes. Two good examples of attraction integration are the Ecomuseums of Cowichan and Chemainus Valleys and the Crowsnest Pass. These Ecomuseums employ development themes based on an industrial activity to integrate the numerous cultural tourism attractions under their jurisdiction. In Alberta, two frameworks available for

the development of a community's or region's cultural resources are: the Community Tourism Action Program and the Ecomuseum. Only the latter framework deals specifically with cultural development.
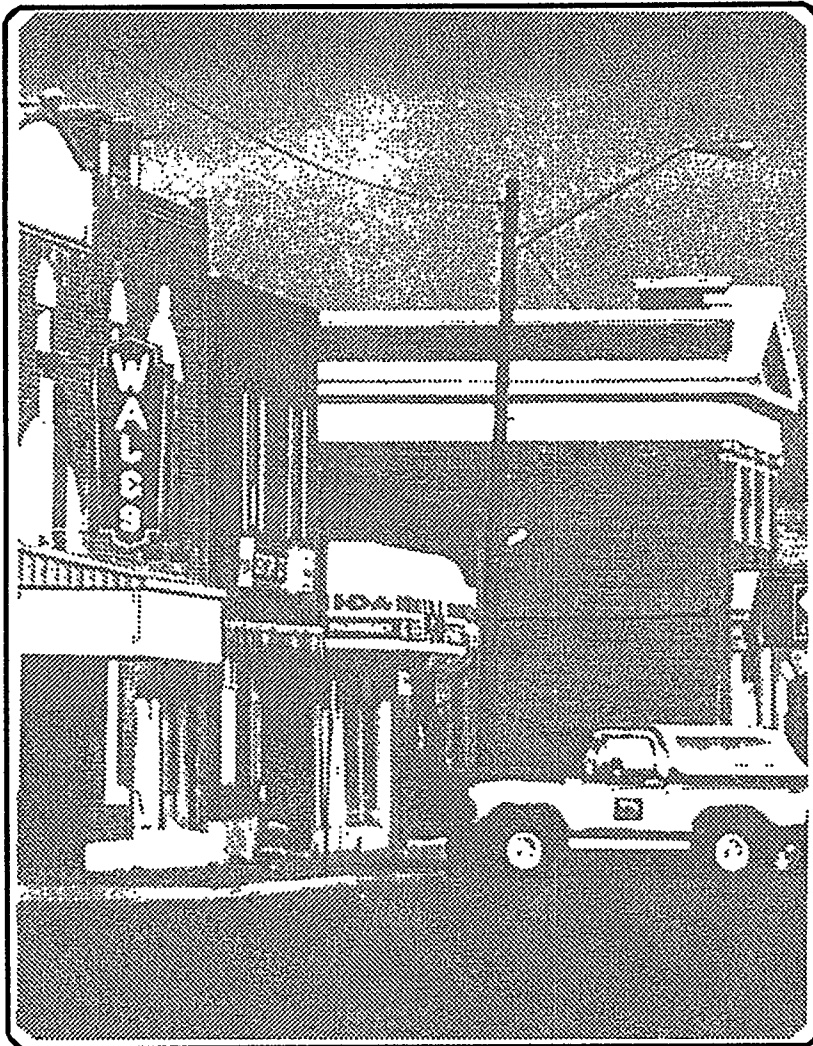
2 COMMUNITY PROFILE AND HISTORY

INTRODUCTION

This chapter will be divided into two sections and is intended to provide background information on High River. The first section, a community profile, will examine how the community has developed, will look at what factors are influencing its growth, and will attempt an analysis of what the community aspires to become. Essential to this section, will be a discussion on the role tourism is expected to play in the community's development and a brief review of recent tourism initiatives. The second section, a community history, will detail the community's early history. In addition, native history and regional history will also be discussed. These historical accounts will form an integral part of any proposed cultural tourism strategy for the community and will be used in the design of development themes.

COMMUNITY PROFILE

High River is located in the southwestern portion of Alberta, approximately 60 kilometers south of Calgary (figure 2.1). The Town acts as an administrative and service centre for the surrounding farming and ranching communities. It is linked to its service area by four main transportation routes: Highway

Figure 2.1 | High River and Region.
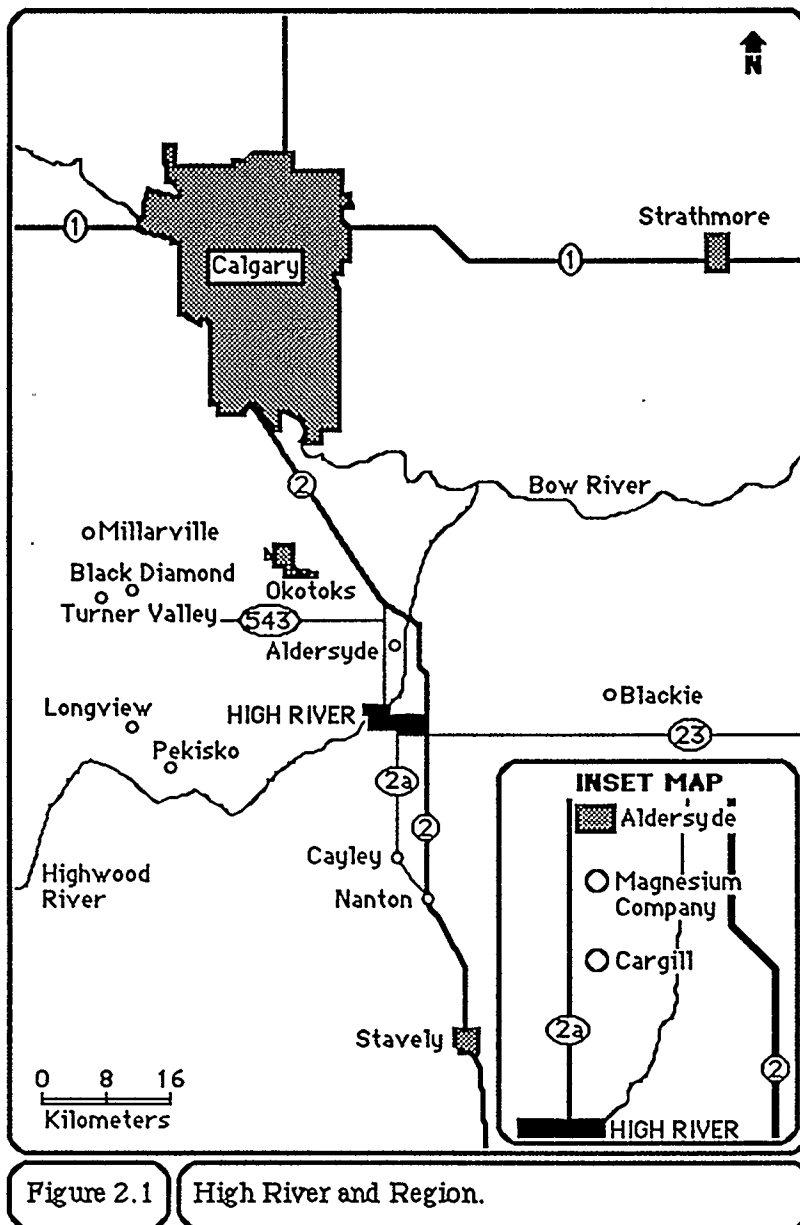
#2, #2A, #23, and #543. Highway #2 is the main north-south traffic corridor for the Province of Alberta.

High River has a population of 5,114 residents (figure 2.2), composed mainly of families in the 25-34 year old range (High River Community Profile, 1987: 13). A large and important element in the community is an active group of senior citizens (15.2 percent of the population), whose experience and knowledge has contributed greatly to the Town's growth (figure 2.3). At present, over 60 percent of the Town's residents live and work in the immediate area, providing for a stable economic base for local commercial outlets (High River Community Profile, 1987: 13). Over 49 percent of the labour force is fully employed, while 24.7 percent are retired and 5.1 percent are unemployed (figure 2.4). The major employers by industry are: education, health and social services (21 percent), retail/ wholesale trade (13.2 percent), construction (10.9 percent), transportation, communication and utilities (8.4 percent), and government (7.5 percent) (High River Community Profile, 1987: 14).

COMMUNITY CHARACTER AND DEVELOPMENT

"High River has a distinct atmosphere of small town friendliness and a quality of life which provides its citizens with a strong sense of place and pride" (Calgary Regional Planning

	1976	1981	1983	1984	1990*	1993*
HIGH RIVER	3598	4632	5049	5114	5900	6600
DISTRICT	8685	9069	8725	N/A	N/A	N/A

* Forecasted Population: Cargill and Mag. Can. Plant Impacts

Figure 2.2 Population Growth, 1976-1993 (Economic Development Department, 1987: 13).

AGE	MALES	FEMALES	TOTAL	PERCENT
0-14	683	629	1312	25.6
15-19	184	194	378	7.4
20-24	172	199	371	7.3
25-44	799	771	1570	30.7
45-64	346	360	706	13.8
65+	322	455	777	15.2

Figure 2.3 Population Breakdown, 1984 (Alberta Economic Development and Trade, 1986: 3).

```
FULL-TIME . . . . . . . . . . . . . . . . . . . . . . 1713 . . . . 49.1
PART-TIME . . . . . . . . . . . . . . . . . . . . . . 258 . . . . . 7.4
SEASONAL . . . . . . . . . . . . . . . . . . . . . . . 19 . . . . . 0.5
RETIRED . . . . . . . . . . . . . . . . . . . . . . . . 863 . . . . 24.7
HOMEMAKER . . . . . . . . . . . . . . . . . . . . 441 . . . . 12.6
UNEMPLOYED . . . . . . . . . . . . . . . . . . . . 177 . . . . . 5.1
OTHER . . . . . . . . . . . . . . . . . . . . . . . . . . 6 . . . . . 0.2
UNKNOWN . . . . . . . . . . . . . . . . . . . . . . 13 . . . . . 0.4
TOTAL . . . . . . . . . . . . . . . . . . . . . . . . 3490 . . . 100.0
```

Figure 2.4 Labour Force, 1984 (Economic Development Department, Summary Profile, 1987).

Commission, 1983: 8). The downtown is the historic centre of the larger community (figure 2.5). Its built form reveals an evolution in building materials and styles since the turn of the century. Many buildings such as the old Canadian Pacific train station and the Bank of Commerce provide links with the past for established residents. The downtown is used to stage ceremonies and special events and is home to most of the cultural facilities in the community.

Older residential neighbourhoods surround the downtown and adjacent commercial zone. These neighbourhoods contain abundant examples of early architectural styles, with many houses forming part of a historic walking tour. Even the newer residential developments reveal a commitment to good design. Adding to the attractiveness of the Town's built form are numerous parks and water courses. The largest of these parks, George Lane Memorial Park, contains approximately one hundred overnight campsites (High River Community Profile, 1987: 29). Enveloping the community and contributing to its small town atmosphere are farms and ranches. These farms and ranches are also reminders of the community's and region's rich and significant Western heritage.

Bradley's Western Wear

Museum of the Highwood

First Street West

Community Spirit

Pedestrian Mall

GOLF COURSE

GEORGE LANE PARK

DT

Residential
O = Older
N = Newer

Commercial
DT = Downtown
M = Mall

Industrial

Recreation, Parks
and Woodland

Agricultural
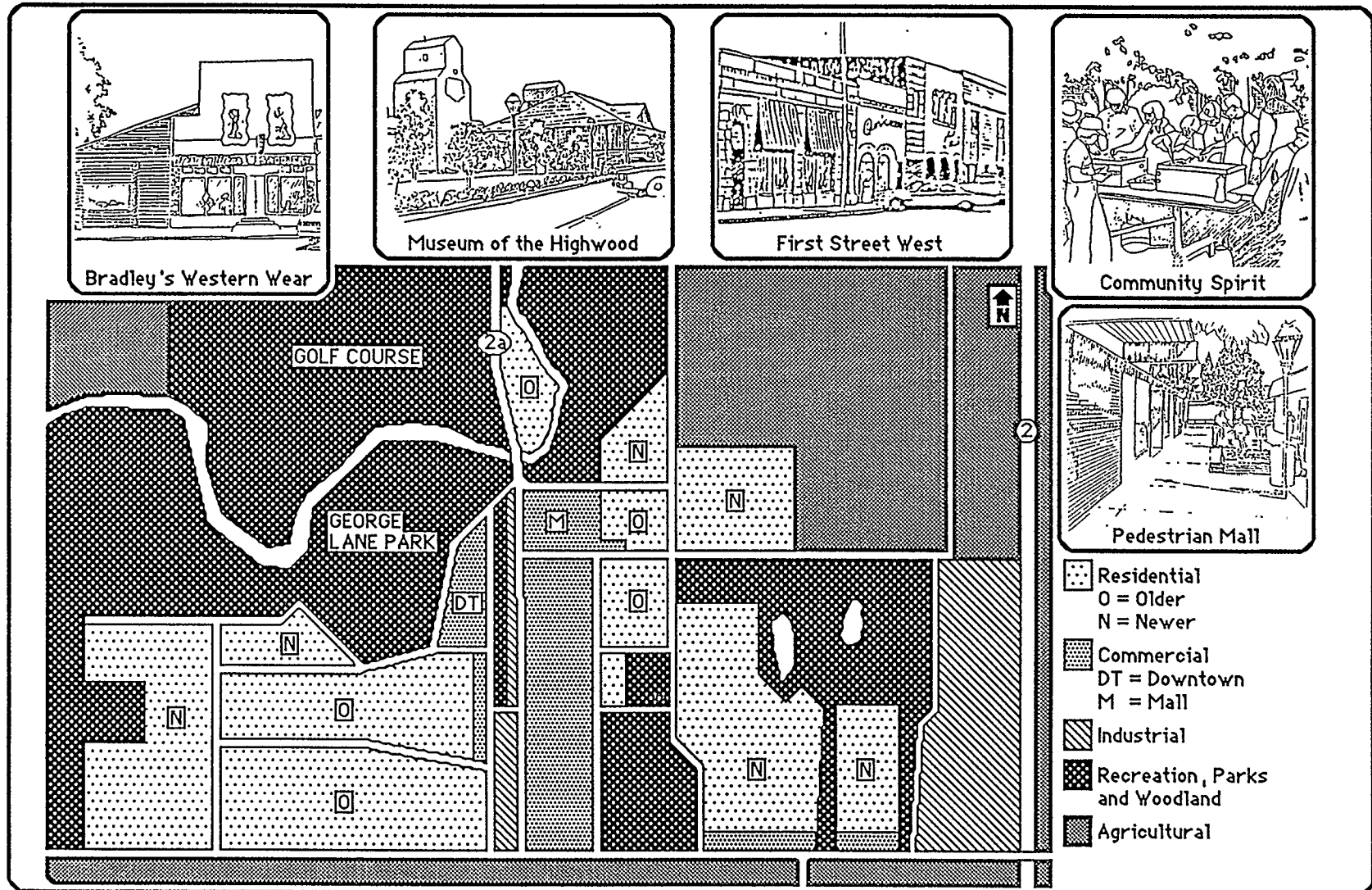
Figure 2.5 | Community Character and Development Map of High River.

Charles Clark Residence (1907). Joseph Clark (former Prime Minister of Canada) lived here in his youth.

community is home to a cultural centre, a museum, a recreation complex, an 18-hole golf course, 11 ball diamonds, and agricultural grounds with indoor and outdoor arenas. In addition, numerous community events are staged each year, many of them highlighting the community's rich Western heritage.
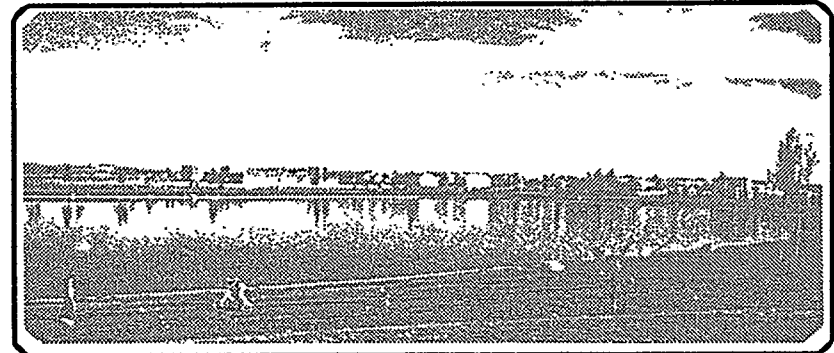
Emerson Lake Park. Twelve acre lake used for fishing, skating, and windsurfing.

High River's location offers abundant recreational opportunities and its modern community facilities provide a wide range of activities. The community itself is located in the foothills area which forms a transition between the Rocky Mountains and the Prairies. The foothills area is characterized by gently rolling plains, ridges with sandstone outcrops, meandering creeks, and tree-lined river valleys. Recreational opportunities include: camping, canoeing, cycling, fishing, hiking, horseback riding, hunting, and wildlife viewing (Traviss, 1988: 4). Complementary to these pursuits, are the wide ranging activities offered by the community's many cultural and recreational facilities. The

Essential to the functioning of the Town's numerous events and facilities are the involvement of many volunteers and community organizations. At present, there are over 60 community organizations in High River, ranging from the Arabian Horse Association to the Windmill Theatre Players (High River Community Profile, 1987: 31-32). This commitment to the community is also evident in the continued efforts by residents to preserve the Town's history. In 1983, the old Canadian Pacific

train station (now The Museum of the Highwood) was designated a provincial historic site (High River Times, June 15, 1983: 1).

COMMUNITY ASPIRATIONS

High River has resisted becoming a bedroom community for Calgary (population of over 700,000). To this end, the Town has strived for a balanced community in terms of job opportunities, number of residents, and local revenues derived from residential and non-residential assessment. The Town's General Municipal Plan (1983: 11) outlines numerous objectives to achieve this goal, among them:

- Encourage the location and establishment of enterprises which provide job opportunities for local residents, including young people;

- strengthen the downtown shopping area by encouraging commercial firms and services to establish there; and

- encourage small to medium sized, locally owned enterprises that tend to be labour intensive, varied, and more stable than large "foreign owned" major, especially natural resource related enterprises.

In addition, the Council and residents aspire to approve only those developments which have the least negative impacts on the social structure of the Town, enhance an attractive pattern of settlement, and generate community pride (Calgary Regional Planning Commission, 1983: 6). In other words, the Town wants to protect and, where possible, improve its quality of life.

DEVELOPMENT INITIATIVES

The most celebrated development initiative affecting High River is neither small scale nor locally owned but does offer many positive economic benefits as well as some concerns. This development, the Cargill Meat Processing Plant, is located immediately north of High River (see inset map, figure 2.1). The Cargill Plant is expected to employ 415 employees by 1990 and 900 employees by 1993 (Purnell, Dec. 14, 1987). This number is very significant, considering that only 1,424 High River residents worked in the Town and the surrounding area in 1985 (another 325 worked in Calgary) (Calgary Regional Planning Commission, 1988: 75). Not all employees will choose to live in High River; many will locate in Okotoks or commute from Calgary. Nevertheless, the demand for new housing and increased traffic and road widening associated with this new plant, could detrimentally affect the character of High River.
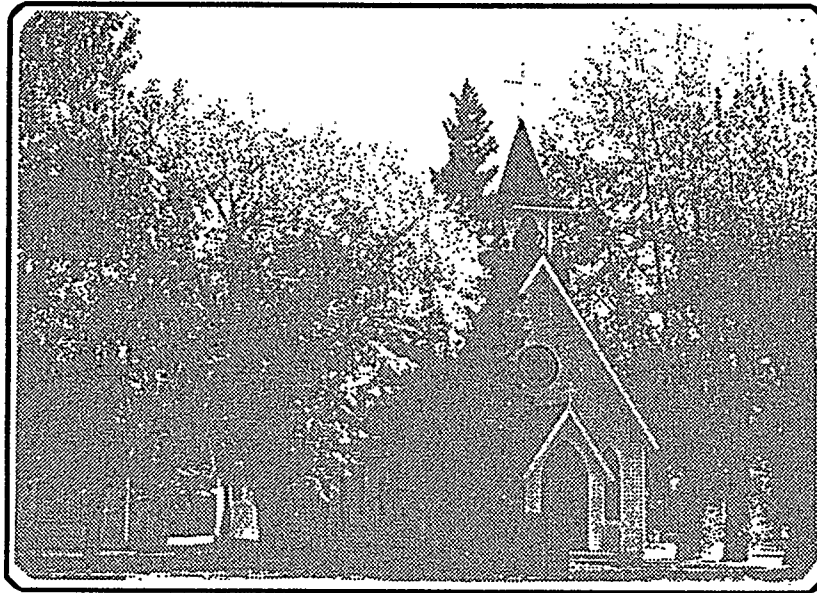
St. Benedict's Anglican Church (1904).

Another major development initiative, the Magnesium Company of Canada Plant (see inset map, figure 2.1), recently ceased production after a brief operating period. This action left 250 workers unemployed and shocked municipal officials who had courted the company for several years. The plant, which is fully serviced, could resume operations if demand and prices for magnesium increase or it could be retrofitted for another use. In either case, this plant could make a future, positive economic contribution to High River (Highwood Economic Development Corporation, Sept. 9, 1991).

THE ROLE OF TOURISM

Tourism has received much attention recently as a means of attaining many of the Town's aspirations for balanced development, such as job creation for local residents, stimulation of downtown businesses, and improved community pride. In 1988, the Town participated in the provincial government's Community Tourism Action Program. A committee composed of local residents was established with a mandate of producing and implementing a Community Tourism Action Plan. This Plan was produced in accordance with the planning procedures outlined in the Community Tourism Action Plan Manual. Upon the Plan's completion and its ratification by Council, it was submitted to Alberta Tourism for funding consideration.

The Town was successful in its application for grant money and it has started to implement some of its tourism objectives. To date, two new signs marking the entrance to the Town have been installed and planning is currently underway for a rest area on Highway #2 and the addition of banners and signs on several streets (Stiles, Sept. 26, 1989: 7). Two of the major concerns identified in the Action Plan, the lack of a major attraction and the need for a coordinated image or theme, have yet to be addressed (High River Tourism Action Committee, 1988:
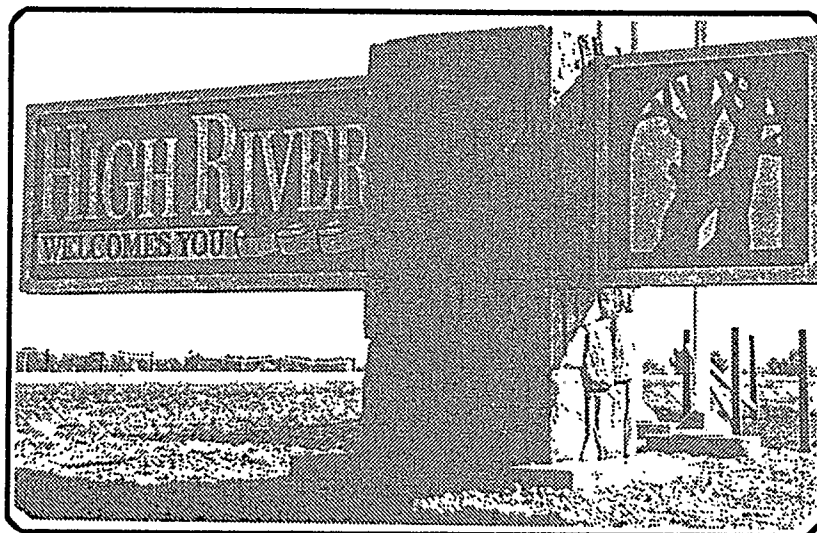
Entrance Sign to High River. This sign, and another like it, are examples of recent tourism initiatives.

The second concern, the need for a coordinated image or theme, has been at issue for some time. A study conducted by MTB and ICL-Interplan Consultants Ltd. (1984: 33-34) for the Chinook Country Tourist Association, recommended that High River adopt a Cowboy/Western theme. While the High River Tourism Action Committee is being non committal on the subject, it is leaning toward a theme which reflects its rich Western heritage. It is these concerns and others (figure 2.6) that must be adequately addressed if High River is to be successful in encouraging tourism.

17 & 27). With regard to the first concern, it is hoped that a downtown historic train museum will become a major tourist draw. This train museum, however, is lacking several of the rail cars needed to complete the project (OReilly, July 4, 1989: 15) and a large collection of historic trains are already featured at Heritage Park in Calgary. In view of these two circumstances, it is unlikely that the historic train project will attract substantial numbers of visitors.

The High River Historic Train Museum. The rail cars collected to date are presently being restored to their former splendor.

TOURISM ATTRACTIONS

CONCERNS	RANK
● No major year round attraction.	1
● Failure of circle tours to develop as expected.	2
● Lack of interest and understanding by community in downtown historic train museum.	3

TOURISM INFRASTRUCTURE

CONCERNS	RANK
● Signage.	1
● Lack of lighting at Highway #2 and #23 overpass.	2
● Unresolved problems facing the downtown.	3

TOURISM SERVICES

CONCERNS	RANK
● Lack of coordinated hours of businesses.	1
● Limited accommodation in the area.	2
● Limited campground capacity.	3

TOURISM PROMOTION

CONCERNS	RANK
● Limited and ineffectual signage.	1
● Limited coordination in planning of events.	2
● Lack of information about town and events.	3
● No approved image/theme for High River.	4

TOURISM OBJECTIVES

OBJECTIVES	RANK
● To develop an image/theme for High River.	1
● To improve signage in town and on approaches.	2
● To develop tours in High River area.	3

Figure 2.6 Tourism Concerns and Objectives (High River Tourism Action Committee, 1988: 17-24).

COMMUNITY HISTORY

High River has a rich and significant history. This history and the physical remnants of it will form the basis of a cultural tourism strategy for the Town. By community history, it is meant, the story of settlement, the immigrants who came, the trades that were practiced, and the industry that developed. When discussing the history of High River, it will be best to divide the discussion into three sections: native history, community history, and regional history. Only by putting the community's own history into the context of the other two, can a full appreciation and understanding of it be derived.

Different Indian tribes divided into various bands roamed the Western plains and mountain country before the appearance, and resultant interference with their culture, of the first 'white' explorers and colonists. Each tribe claimed certain areas as their own and strenuously disputed any encroachment into their domain by any other tribe. An individual tribe would form many camps at which their members would congregate at different times of the year, as they moved about on their hunting trips, hide tanning, berry picking, and other seasonal occupations that were a necessary part of their lives.

The powerful Blackfoot Confederacy, which comprised the tribes of the Blackfeet, Bloods, and Peigans was the recognized ruler of the vast territory from the Rocky Mountain foothills to far out on the Eastern plains and from the Bow River to just north of Yellowstone in Montana. The Blackfeet claimed one of their best camps was the one located at Spitzee Crossing (there was an excellent ford there) on what today is known as the Highwood River, where High River now stands (Weadick, 1950: 3). At this site, legend has it that two tall cottonwood trees joined by a single branch conveyed magical powers to those in its presence (Alberta Culture, 1986: 2-3). These two trees together were known as the "Medicine Tree."

Another important Indian site in the vicinity of High River is the Old Women's Buffalo Jump. This jump was used by the Indians to capture buffalo to provide for winter supplies. In order to accomplish this task, long fences of branches, buffalo dung, and rocks were built back as far as five kilometers from the edge of the jump. These fences were used to funnel the animals towards the jump. Buffalo herds would then be driven toward the jump by Indian hunters who would stampede the animals by running from the rear of the herd. The terrified animals tumbled over the jump where the slaughter crew would kill them with arrows, clubs and knives (McGhee, 1982: 14-16).
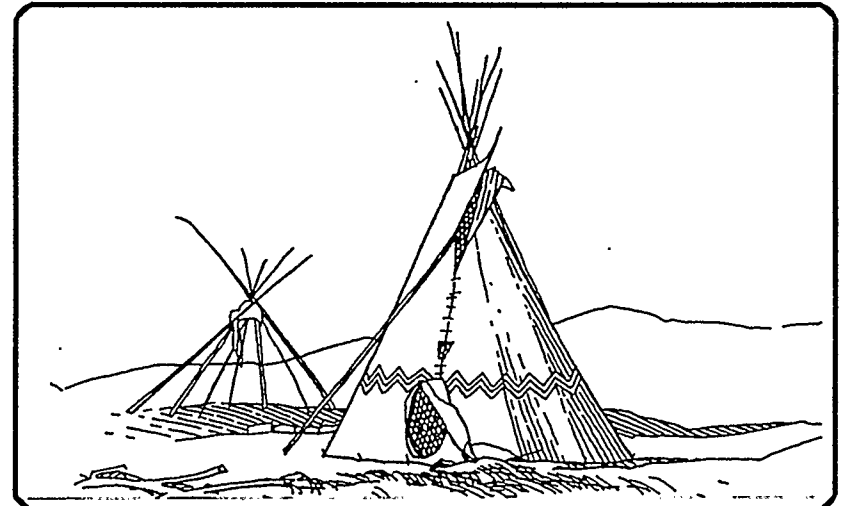
Western Indian Teepee. The Blackfeet claimed one of their best camps was located at Spitzee Crossing.

The first major encroachment upon the Indian's way of life was by American whiskey traders in the late 1860s. These traders established numerous posts, under the guise of trade, to provide the Indians with an evil liquor concoction known as "firewater." Some of these posts were Whoop-up, Stand-off, and Slide-out. The results of this trade were debauchery, poverty and, for many, death, as well as the demoralization of native people (Jameson, 1972: 7). Fortunately, the reign of the whiskey traders was brief, due to the arrival of the North West Mounted Police in the Whoop-up area in the fall of 1874.

In 1877, Treaty No. Seven was signed, assigning reserves to the Indians of the Blackfoot Confederacy (figure 2.7). This changed the Indians' status from that of free roaming hunters and gatherers to plot farmers. With the disappearance of the buffalo from the plains and a limited land base from which to extract a living, the Indians became wards of the state. The government took it upon themselves to feed the Indians in an attempt to fend off starvation. The main staple of the Indian's diet became beef cattle. This market for beef, combined with the earlier demand for beef by the North West Mounted Police, gave added impetus to the cattle industry, which now did not have to compete with the Indians for grazing land (Jameson, 1972: 7-9).

The first person to settle in High River was Jasper "Buck" Smith. In 1878, he built a sod-roofed cabin on the Macleod Trail about 1.2 kilometers west of the ford where the trail crosses the Highwood River (Alberta Culture, 1986: 1-2). Here, men, cattle, horses, and wagons could find the only accessible place to negotiate the otherwise steep banks of the river. This spot became known as "The Crossing" (Bond, 1906: 2). At this time, there was a great deal of traffic along the Macleod Trail which led to Fort Calgary. The majority of this traffic consisted of cowboys herding large numbers of cattle to new range in the Canadian West. In 1878, Orville H. Smith and Lafeyette French built a stopping house near "The Crossing." Within five years, Jasper Smith, seeing the business potential of
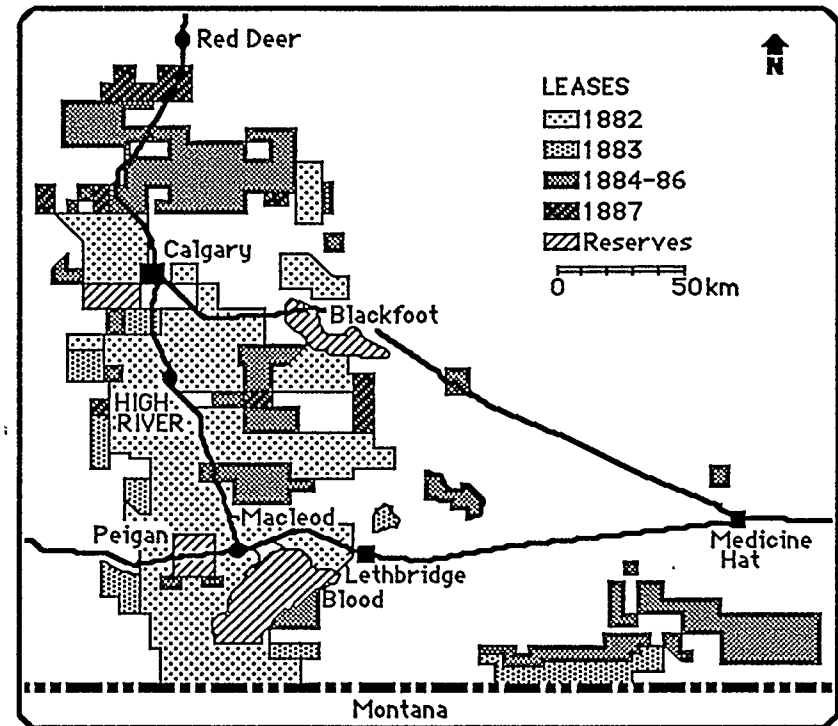
Figure 2.7 | Ranching in Southern Alberta (Thomas, 1986: 4).

providing beds, meals, and supplies, built the first hotel (Alberta Culture, 1986: 1-2).

Many of the first arrivals to the area stayed to ranch in the foothills. Tom Lynch and George Emerson brought the first herd of cattle to the area in 1879, establishing a ranch about seven kilometers upstream from the present townsite (King, 1983: 4).

Ranching soon became the predominant industry (figure 2.7). In 1885, High River became the administrative centre of ranching for the region, with the formation of the North West Stock Association (MacEwan, 1973: 82). Seven years later, the railway was completed. This rail link opened up distant markets for the town's and region's main staples - cattle beef and grain and provided the means for accelerated settlement (King, 1983: 5). The population grew slowly at first, as the area was suffering from an extended drought. In 1899, there were only thirty people in the township. By 1905, with the return of a wet weather cycle, the rural population numbered close to five hundred (Alberta Culture, 1986: 2).

"The Crossing" was now more than a ford along the Highwood River. From its humble beginnings as a stopping place, a village had sprung up. Churches, banks, schools, four hotels, four livery stables, legal offices, lumber yards, land agents, a meat market, blacksmiths, and a paper now served the population (Alberta Culture, 1986: 2). In 1906, the village was incorporated as the Town of High River (King, 1983: 6). The name is taken from the Blackfoot word "Spitzee" which means "high" and refers to the high cottonwood trees which grew along the banks of the river nearby the townsite (Alberta Culture, 1986: 2). The Town's official insignia became the "Medicine Tree."

Ranching was the predominant industry for the region surrounding High River. In 1881, the Conservative government of Canada passed an Order-in-Council which allowed for one individual or ranch company to lease up to 100,000 acres for a period not exceeding 21 years. In addition, the agreement included a "no settlement clause" which prohibited homesteads on land covered by a government lease (Tatro, 1978: 5-8). This legislation led to what has become known as the "Era of the Big Ranches" (Jameson, 1970: 3). By 1884, two-thirds of all stocked land in southwestern Alberta was controlled by ten companies. The Cochrane Ranch Company, the North West Cattle Company (Bar U Ranch), the Oxley Ranch Company, and the Walrond Ranch Company held almost one-half of such land. The impact of these companies and the influence of their employees and stockholders on the economic, political, and social development of the country was significant (Tatro, 1978: 5-8).

In 1885, the Alberta Settlers' Rights Association was formed in Calgary. The forthcoming years saw growing controversy and friction between ranchers and settlers along the foothills corridor. Settlers used such techniques as burning off range grass or hay supplies and squatting on desirable locations near springs and rivers (thus keeping ranchers' cattle from water supplies). In response to the new intruders, ranchers pulled down squatters' shacks and fences and allowed range cattle to
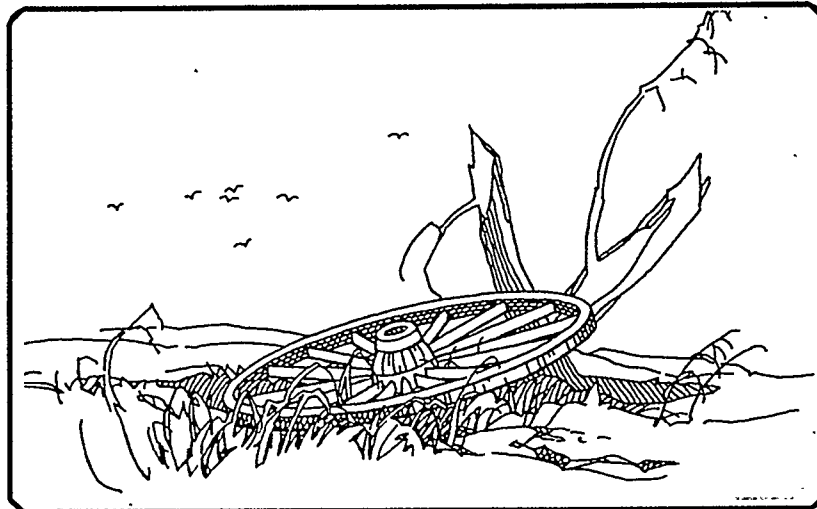
Abandoned Wagon Wheel. Visual evidence of the early ranching trade can be found throughout region.

trample their crops. Even the newspapers took sides, with the Macleod Gazette championing the settlers' cause and the Calgary Herald supporting the ranchers' cause (Jameson, 1972: 12).

In 1892, the government passed legislation which would terminate in 1896 all closed leases; that is, leases which protected the holder from the encroachment of homesteaders. Ranchers were given the option to buy relatively large portions of their former leases but land under the new system could be withdrawn at any time for homestead use. The year of 1896 brought another blow to Western cattlemen, as the Conservative government was defeated and the incoming Liberals were not sympathetic to the

ranchers' needs. The new Liberal Minister of the Interior, Clifford Sifton, vigorously pursued an immigration policy designed to fill the West with farmers. This program and the efforts of the Canadian Pacific Railway bore fruit; and "... the small trickle of incoming settlers became a steady stream and then, by the early years of the new century, a mighty flood" (Jameson, 1972: 12-13).

The predominant industry of the region was no longer strictly ranching but a mix of farming and ranching. This balance was maintained until the discovery of oil at Turner Valley in May of 1914. This discovery and later finds led to three major oil booms and the establishment of many small communities. More importantly, the Turner Valley oil field laid the foundation for many innovative techniques in oil and gas production and supplied the incentive for the development of Alberta as the "Oil Province of Canada" (MTB & ICL-Interplan Consultants Ltd., 1984: 97). Today, while well sites are common place throughout the region, farming and ranching are still the predominant industries.

CONCLUSIONS

High River, situated in close proximity to Calgary, is attempting to retain its distinct identity, provide job opportunities

locally for its residents, and strengthen its downtown shopping area. To achieve these aspirations and others, the Town is taking a proactive role in its development. The Town was instrumental in convincing two industrial plants to locate nearby. This same initiative is evident in the Town's participation in the Community Tourism Action Program. With regard to the latter initiative, the Town is actively seeking the means by which to attract more tourists to the community. High River has a rich and significant history centred around ranching. This long association with the ranching industry could form the basis of a cultural tourism development strategy for the Town.

INTRODUCTION

This chapter will undertake a cultural tourism attraction inventory and tourism market analysis for High River. Existing cultural tourism attractions and events will be listed. This listing will be used to provide evidence in support of encouraging further cultural tourism development. A tourism market analysis will then be conducted to ascertain if there are present and potential markets to sustain a tourism strategy to be based on the development and promotion of the Town's cultural resources.

CULTURAL TOURISM ATTRACTION LISTING

High River has five primary cultural tourism attractions and numerous cultural festivals and special events. Available attendance figures for these cultural tourism attractions and events are presented in figure 3.1.

Cultural Attractions

(1)   Cultural/Historical Buildings

Alberta Culture in a recent publication, briefly describes 24 culturally and/or historically significant buildings situated in

CULTURAL TOURISM INVENTORY AND MARKET ANALYSIS

High River. These buildings are all linked by a walking tour, whose route is also specified in this publication.

(2)   High River Historic Train Museum

A restored 1950s Canadian Pacific passenger train is the centerpiece of this museum. Although still in the restoration stage, guided tours are being offered of the work completed to date. The dining car is presently serving meals to the public.

(3)   Medicine Tree Memorial

The Medicine Tree was an unusually shaped cottonwood tree (or more exactly two trees joined by a single branch) which, according to Blackfoot legend, conveyed magical powers to those in its presence. Today, a memorial stands to mark the spot where this tree once stood.

(4)   The Museum of the Highwood

The Museum of the Highwood is located in a Canadian Pacific Railway station, originally built in Calgary in 1906, and moved to High River in 1911. This former station is one of the last remaining sandstone buildings in High River. Displayed in the museum are artifacts and exhibits relating to the settlement and development of the community and the surrounding region.

ATTRACTION	VISITATION	
	1988	1989
THE MUSEUM OF THE HIGHWOOD	4,272	3,864
HIGH RIVER COUNTRY FAIR	400	600
LITTLE BRITCHES RODEO	3,000	5,000
GUY WEADICK RODEO/NORTH AMERICAN CHUCKWAGON RACES	8,000	10,000
OLD TIME RANCH DAYS	70	700

Figure 3.1 Visitation Figures for High River Attractions and Events (High River Agricultural Society, Aug. 16, 1990).

(5)   Saddlery Operations

For several decades, High River was known as the "Saddle Capital of the West" (Knupp, 1987: 24). Today, three saddleries are still in operation: Bradley's, Eamor's, and Matt Eberle. These establishments still manufacture many of their own products on the premises and in view of the public. Bradley's, established in 1902, is housed in one of two remaining false front buildings and its interior walls are lined with ranching brands. These establishments collectively attract people from all over Alberta for the purchase of riding gear and Western wear (Knupp, 1987: 21).

Cultural Festivals and Special Events

(1)   High River Country Fair

The High River Country Fair is a celebration of the Town's farming and ranching heritage. Events at the fair include a blacksmith's competition, a fiddling contest, a light horse show, and sheep shearing demonstrations. A garden and handicrafts exhibition also forms an integral part of this annual event.

(2)   Little Britches Rodeo

The Little Britches Rodeo is the original rodeo for youngsters under 16 years of age. First established in 1958, this rodeo plays to a local and regional audience. Events include bareback colt, barrel racing, cow riding, steer daubing, steer riding, and wild colt racing.

(3)   Guy Weadick Rodeo/North American Chuckwagon Races

This rodeo is part of the professional rodeo circuit and attracts a local and regional audience. Staged over the course of a weekend, events include: bare back riding, barrel racing, calf roping, chuckwagon racing, saddle bronc riding, and steer wrestling. Complementary to these events are activities such as barn dances, casinos, fiddle contests, parades, etc..

(4)   Old Time Ranch Days

This is a one day event designed to educate participants on early ranching practices. Demonstrations of branding, cutting horses and roping reveal the way it used to be done. In 1989, two local schools partook in the festivities as part of their school curriculum.
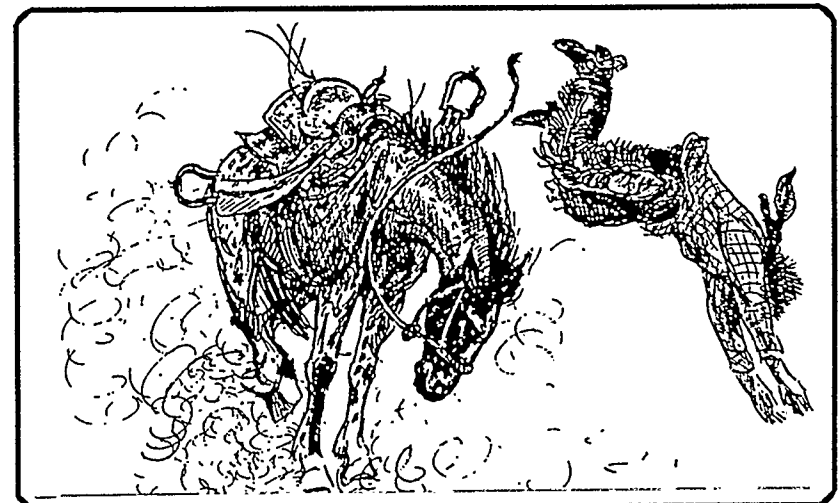
Excitement of the Guy Weadick Rodeo, High River, Alberta.

TOURISM MARKET ANALYSIS

If a cultural tourism development strategy is to be successful for High River, then there must be a market for the tourism product(s) being developed. By market, it is meant the collective of buyers and potential buyers of each tourism product. In this case, the tourism product will be the Town's cultural tourism attractions and events and the market will be that segment of buyers and potential buyers who are able and willing to purchase this product. The purpose of this section will be to determine if there is sufficient market interest to warrant the development and promotion of the Town's cultural resources. To make this determination, visitor participation rates, major tourism initiatives, and tourism market trends will be analyzed.

There are no current tourism market statistics for High River. The last tourism market survey for the Town was conducted in 1986. This survey besides being dated, appears flawed. Many of the survey's conclusions contradict similar information for the Tourist Zone in which the Town is situated. For example, the 1986 survey states that 88.8 percent of tourists to High River stayed in the community for at least one night. Similar information for the Tourist Zone reveals that only 42 percent of tourists stayed at least one night (and this Zone includes the City of Lethbridge) (Chinook Country Tourist

Association, 1989: 14). For these reasons, the 1986 survey does not form a part of this analysis.

Ideally, an updated tourism market survey for High River would be conducted for this MDP, but due to monetary and time constraints this is not feasible. For this analysis, tourism information contained in a September 1989 survey for the Tourist Zone in which High River is situated will be used. Since this information is not specific to High River, caution will have to be exercised when using this information. The population of the case study community, the distance from major population centres, the state of tourism development, among other variables, will all have to be considered when making inferences.

VISITOR PARTICIPATION RATES

High River is situated within the Chinook Country Tourist Destination Zone and the Ranchlands Sub-region. Chinook Country is one of the most popular tourist zones in Alberta. "Only the Calgary and Edmonton Metropolitan areas and Banff National Park receive more visitors annually" (Chinook Country Tourist Association, 1989: 2). In 1988, in excess of 1.8 million tourists visited Chinook Country (Chinook Country Tourist Association, 1989: 10).

Of the Zone's major tourist attractions (figure 3.2), most are of a cultural or heritage theme. As a result, "Chinook Country is becoming known as one of Canada's major destination areas for cultural and heritage attractions" (Chinook Country Tourist Association, 1989: 2). In fact, the Zone's catch phrase is: "A whole lot of heritage."

The tourism market for Chinook Country consists of visitors who fall within four broad categories: local, provincial, national, and international.

ATTRACTION	VISITATION
WATERTON LAKES NATIONAL PARK	320,000
HEAD-SMASHED-IN BUFFALO JUMP *	131,000
FRANK SLIDE INTERPRETIVE CENTRE *	108,000
FORT MACLEOD – THE FORT *	55,000
FORT WHOOP-UP *	40,000
NIKKA YUKO JAPANESE GARDEN	33,000
HELEN SCHULER COULEE CENTRE *	20,000
MORMON TEMPLE VISITOR'S CENTRE *	20,000
LEITCH COLLIERIES *	16,000
SIR ALEXANDER GALT MUSEUM *	16,000

* ATTRACTIONS RELATED TO THE REGION'S CULTURAL AND/OR HISTORICAL DEVELOPMENT.

Figure 3.2	Visitation Figures for Major Attractions in Chinook Country, 1988 (Chinook Country Tourist Association, 1989: 4).

PLACE	POPULATION	DATE OF CENSUS
ALDERSYDE	61	(1981)
BLACK DIAMOND	N/A	
BLACKIE	343	(1982)
CALGARY	650,000	(1984)
CAYLEY	232	(1983)
DEWINTON	41	(1981)
HARTELL	11	(1981)
LONGVIEW	292	(1985)
MILLARVILLE	14	(1981)
NANTON	N/A	
NAPTHA	18	(1981)
OKOTOKS	5,201	(1986)
PRIDDIS	17	(1981)
STAVELY	N/A	
TURNER VALLEY	1,298	(1986)
TOTAL	660,000	

Population Centres Within a One Hour Drive of High River (Statistics Derived From Alberta Economic Development and Trade, Alberta Locations).

The Local Market

The local market includes residents of the city, towns, villages, hamlets, and rural areas within the Tourist Zone. Local residents are an important market, not only due to their business, cultural, personal, and recreational expenditures in the Zone but also because they draw friends and relatives to the area who, in turn, provide tourism revenues.

The Provincial Market

The provincial market is made up of residents of Alberta who live outside the Tourist Zone. This market is currently the largest tourism market for the Chinook Country Tourist Zone (figure 3.3) and it has the greatest potential for growth, particularly in view of its close proximity to Calgary (Chinook Country Tourist Association, 1989: 11).

PLACE OF ORIGIN	WI.	NO. OF VISITORS SP.	SU.	FA.	TOTAL
CHINOOK COUNTRY	39%	31%	19%	24%	28%
OTHER ALBERTA	25%	31%	27%	34%	29%
BRITISH COLUMBIA	6%	7%	6%	6%	6%
SASKATCHEWAN	3%	3%	4%	2%	3%
OTHER PROV./TERR.	7%	4%	5%	4%	5%
MONTANA	9%	7%	5%	10%	8%
OTHER WES. STATES	5%	8%	16%	10%	10%
OTHER STATES	5%	5%	13%	8%	8%
OTHER COUNTRIES	1%	4%	4%	3%	3%

WI. = WINTER (DECEMBER, JANUARY, FEBRUARY)
SP. = SPRING (MARCH, APRIL, MAY)
SU. = SUMMER (JUNE, JULY, AUGUST)
FA. = FALL (SEPTEMBER, OCTOBER, NOVEMBER)

Figure 3.3 Composite of Visitor Origins for Chinook Country (Chinook Country Tourist Association, 1989: 11).

* Projected figures.
** First time expenditures only.
*** This figure does not reflect any Winter Olympic spending.
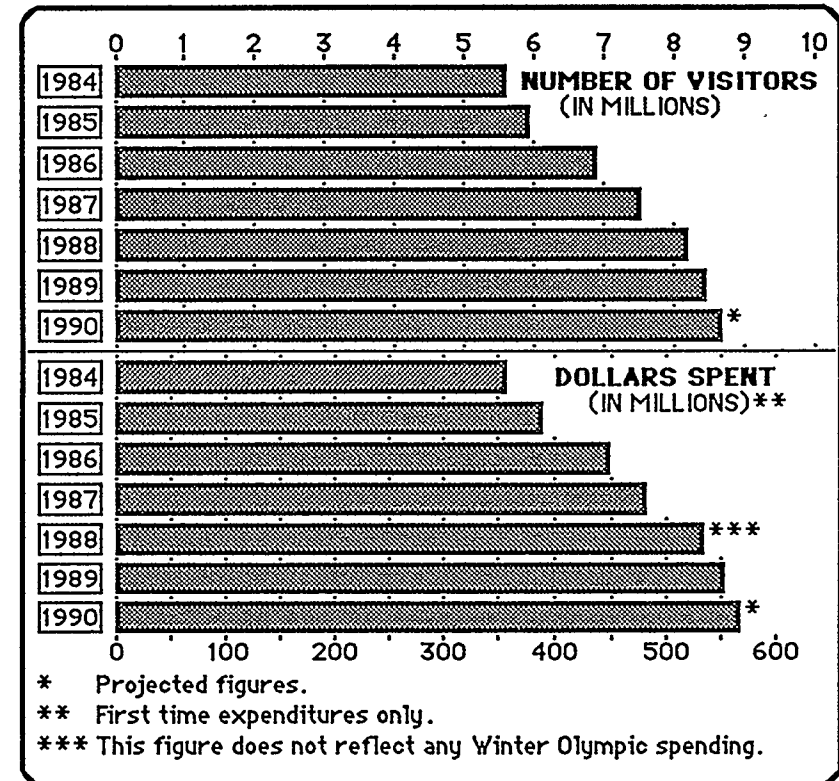
Figure 3.4 Calgary Tourism Statistics, 1984 - 1989 (Calgary Tourism & Convention Bureau, 1989: 10).

The Calgary Market

Calgary has become a major destination for tourists visiting Alberta. In 1989, 8.5 million tourists visited Calgary, spending approximately $550.2 million. The number of visitors to Calgary has substantially increased during the period 1984-89 (figure 3.4), and projected figures for 1990 (of 8.7 million

visitors and $561.2 million) show this trend continuing (Calgary Tourist & Convention Bureau, 1989: 10). Thus, the future growth potential for this market appears good. According to Bob Fleming, former president of the Calgary Tourist and Convention Bureau, "Calgary needs to capitalize on its role as the hub of tourism for the area - getting help from attractions that act as spokes on the tourism wheel" (Alberts, Sept. 10, 1989: C1). Attractions and communities in close proximity to Calgary could benefit from such an arrangement.

The Alberta Market

In 1988, Alberta hosted an estimated 21.9 million visitors who spent at least one night away from home on their trip. This figure includes Albertans travelling in their own province, as well as out-of-province visitors. Total visitor expenditures in the Province for 1988 are an estimated $2.3 billion (figure 3.5) (Haynes, Aug. 7, 1988: A1). Approximately one-third of these visits were made for the primary purpose of attending cultural and/or historical attractions and events (Byrne, 1988: 13).

YEAR	NUMBER OF VISITORS	REVENUE DOLLARS
1986	20.9 MILLION	$2.0 BILLION
1987	20.8 MILLION	$2.1 BILLION
1988	21.9 MILLION	$2.3 BILLION

Figure 3.5 — Alberta Tourism Statistics, 1986 - 1988 (Haynes, Aug. 7, 1988: A1).

The National Market

The national market is made up of visitors from other parts of Canada. In 1988, the largest numbers of national market visitors came from the two adjacent provinces of British Columbia (six percent) and Saskatchewan (three percent). The remaining provinces and territories accounted for another five percent of the visitors to Chinook Country (Chinook Country Tourist Association, 1989: 11).

The International Market

The international market includes visitors from the United States and other countries. The largest foreign market for Chinook Country is the United States. In 1988, 483,200 Americans visited Chinook Country. This comprised 26 percent of all visitors. Within the United States, the most important markets are Montana (eight percent) and the other Western states (10 percent) (Chinook Country Tourist Association, 1989: 11).

The other foreign markets account for about 55,000 visitors, which is three percent of the total visitors to Chinook Country (Chinook Country Tourist Association, 1989: 11). Although no current market breakdown stating country of origin is available for Chinook Country, this information is available for the Province of Alberta. In 1988, Alberta's top five overseas tourism markets were: Japan, United Kingdom, West Germany, Australia, and the Netherlands (figure 3.6) (Atkinson, Jun. 29, 1989: G1).

COUNTRY OF ORIGIN	NO. OF VISITORS	TOTAL EXPENDITURES	% CHANGE 1988/1987
JAPAN	93,362	$47,257,415	+ 43.5
U. KINGDOM	86,500	$34,959,172	+ 25.1
W. GERMANY	52,105	$27,474,804	+ 82.5
AUSTRALIA	30,045	$12,464,290	+ 22.2
NETHERLANDS	14,888	$ 6,934,963	+ 14.3
TOTAL	399,493	$199,399,228	+39.0

Figure 3.6 Alberta's Top Five Overseas Tourism Markets, 1988 (Atkinson, Jun. 29, 1989: G1).

The Japanese Market

The recent launching of non-stop airline service between Alberta (Calgary and Edmonton) and Tokyo should help attract more Japanese visitors to the Province. The Provincial government is also stepping up its promotional efforts in Japan, including the marketing of one-week Alberta holiday packages (Atkinson, Jun. 29, 1989: G1). Since Japanese tourists are "... especially interested in such natural attractions as big grain fields and beautiful mountain areas" (Atkinson, Jun. 29, 1989: G1) and Western frontier culture as epitomized by the "cowboy" (MTB and ICL-Interplan Consultants Ltd., 1984: 144), High River could be marketed as a potential tourist destination.

MAJOR TOURISM INITIATIVES

There are a number of major tourism initiatives - attractions and programs, that may affect tourism activity in the Chinook Country Tourist Zone and in High River. These major tourism initiatives are as follows.

Chinook Country Tourism Zone

Recent, major tourism initiatives in the Zone include the Head-Smashed-In Buffalo Jump and the Frank Slide Interpretive Centres. In 1988, these attractions drew 131,000 and 108,000 visitors, respectively (Chinook Country Tourist Association, 1989: 4). Other major tourist attractions under development or being considered for development include: the Remington-Alberta Carriage Collection in Cardston, Hell's Half Acre Interpretive Centre in Turner Valley, and a National or Provincial Historic Ranch near Pekisko.

PLACE	POPULATION	CONT.,	
AIRDRIE	10,431	LEDUC	12,471
BANFF	4,508	LETHBRIDGE	58,086
BEAUMONT	3,202	MEDICINE HAT	41,167
BROOKS	9,421	MUN. CROWSNEST	7,577
CAMROSE	12,809	OLDS	4,888
CANMORE	3,745	PINCHER CREEK	3,712
CARDSTON	3,546	PONOKA	5,221
CLARESHOLME	3,493	RAYMOND	2,832
COALDALE	4,671	REDCLIFF	3,814
COCHRANE	4,044	RED DEER	50,257
DEVON	3,931	ROCKY MTN. HSE.	4,735
DIDSBURY	3,235	STETTLER	5,135
DRUMHELLER	6,671	STRATHMORE	3,436
EDMONTON AND		SYLVAN LAKE	3,779
AREA	752,493	TABER	6,100
FORT MCLEOD	3,139	THREE HILLS	2,008
INNISFAIL	5,444	WETASKIWIN	10,022
LACOMBE	5,954	TOTAL	1,065,977

Some Selected Population Centres Within a One to Four Hour Drive of High River (Alberta Economic Development and Trade, Alberta Locations, 1986).

Hell's Half Acre and the Historic Ranch, both of which have yet to be approved, are located in close proximity to High River. The former initiative, a $27.5 million proposal, is expected to attract 500,000 visitors in its initial year of operation, and 200,000 to 300,000 visitors in subsequent years (The Turner Valley Oilfields Society, 1987: 28). The latter initiative, on the other hand, could cost an estimated $6 million and is expected to attract between 22,500 and 75,000 visitors annually (Jamieson et al., 1988: 17).

Province of Alberta

In support of the tourism industry, the Provincial government has initiated two new programs: the $30 million Community Tourism Action Program and the $20 million Team Tourism Program (Marshall, Apr. 9, 1988: A1). The former program was discussed in chapter one and no further elaboration is necessary. The latter program, on the other hand, is designed to aid the 14 provincial tourist zones to market tourist destination areas in their jurisdiction on a regional and national basis (Alberta Tourism, Appendices, 1988: 61). In Chinook Country, there are four primary destination areas or tourism marketing sub-regions: Lethbridge, Mountainland, Prairie Farmland, and Ranchland. High River is situated in the Ranchland Sub-region, where marketing efforts have been targeted at promoting this area's cultural resources, particularly those related to the activities of oil discovery and ranching (MTB and ICL-Interplan Consultants Ltd., 1984: 42).

TOURISM MARKET TRENDS

There are a number of major tourism trends that may affect tourism activity in the Chinook Country Tourist Zone and in High River. These major tourism trends are as follows.

```
VISITING FRIENDS AND RELATIVES ................................... 85%
SEEING NATURAL WONDERS ............................................ 81%
SHOPPING IN INTERESTING STORES ................................ 78%
DINING IN BETTER RESTAURANTS ................................... 76%
VISITING HISTORIC PLACES .........................................71%
GOING TO THE BEACH ................................................... 71%
SUN TANNING............................................................... 65%
VISITING GALLERIES AND MUSEUMS .......................58%
VISITING THE SEA COAST................................................57%
VISITING PUBLIC GARDENS .............................................56%
VISITING AMUSEMENT PARKS...........................................54%
```

Activities in Which Albertans Engage In While on Holidays
(Marktrend Marketing Research Inc., 1985: 12).

(1) Travel Patterns will Shift, Favouring the Local or Regional Destination

There will likely be a shift towards more short distance trips, at the expense of long distance trips; as well as more short or "mini" vacations as opposed to one long vacation. McIntosh (1984) predicts that, because shorter travel and more numerous excursions are generally more relaxing than infrequent long trips, weekend trips will come to dominate travel patterns in North America. The two-income family that finds it difficult to coordinate their holiday schedules will also contribute to this trend (Wight, 1988: 12). Thus, local and regional destinations will play an increasingly important role in travel plans.

(2) Aging Population and Travel Patterns

The baby boom generation has grown up and is now between 19 and 39 years of age. In Canada, 50 percent of the population is over 30 years of age and 25 percent are already over 50 years of age. (Chinook Country Tourist Association, 1989: 27). The general health of the population is improving and seniors are increasingly active (Wight, 1988: 12). The seniors market is not merely bus tours (often following a particular theme) but also includes touring by auto and recreational vehicle (Chinook Country Tourist Association, 1989: 27).

(3) Changing Preferences of Travellers

Travellers have become better educated and more sophisticated and are seeking travel experiences that provide opportunities for self-awareness, self-fulfillment, and self-improvement. There is also a demand by travellers for active participation, authentic experiences, and face to face contacts (Cherem, 1988: 22, and Chinook Country Tourist Association, 1989: 27). Due to these preferences, more emphasis will be placed on specialized holidays focusing on hobbies and interests or oriented around festivals and special events (Chinook Country Tourist Association, 1989: 27).

(4) Growing Interest in Ancestral History and Western Frontier Culture

There is growing interest in ancestral history in general and Western frontier culture in particular. In Alberta, the success of such tourist attractions as the Frank Slide and Head-Smashed-In Interpretive Centres and the Ukrainian Cultural Heritage Village confirm the first half of the above statement. With regard to the second half of this statement, Western frontier accommodation, attractions and events are gaining widespread popularity. The Calgary Stampede attracted approximately 1.2 million visitors in 1990 (Beatt, Jan. 8, 1991). In the High River area alone, there are four guest ranches, each offering the public an opportunity to partake in the everyday operation of a cattle ranch (High Country Visitor's Guide, 1989: 38). Cattle drives have been reintroduced, allowing participants to don chaps, mount horses, and retrace the steps of the early 'cowboys' (Wyoming Tourism Department, May 27, 1990: T1). In fact, in a survey of out-of-province visitors who were asked to personify Alberta, most visualized the Province as a "tall, strong, rugged cowboy" (Travel Alberta, 1983: 44).

CONCLUSIONS

The above statistics and trends indicate that the prospects are good for tourism in general and cultural tourism in particular.

Chinook Country is already one of the most popular tourist zones in the Province and the addition of many new tourist attractions will ensure that it remains so. Calgary has become a major tourist destination and nearby tourist attractions are deriving benefits. There are over 700,000 people within an one hour drive of High River and 1.6 million people within a four hour drive. The shift towards more short distance trips and more short or "mini" vacations may mean more tourists for High River. At the same time, an older and better educated population, a demand for activities providing opportunities for self-awareness and self-improvement, and a desire for social interaction and participation will significantly increase the demand for cultural tourism. The growing interest in ancestral history in general and Western frontier culture in particular, will boost tourism prospects for High River.
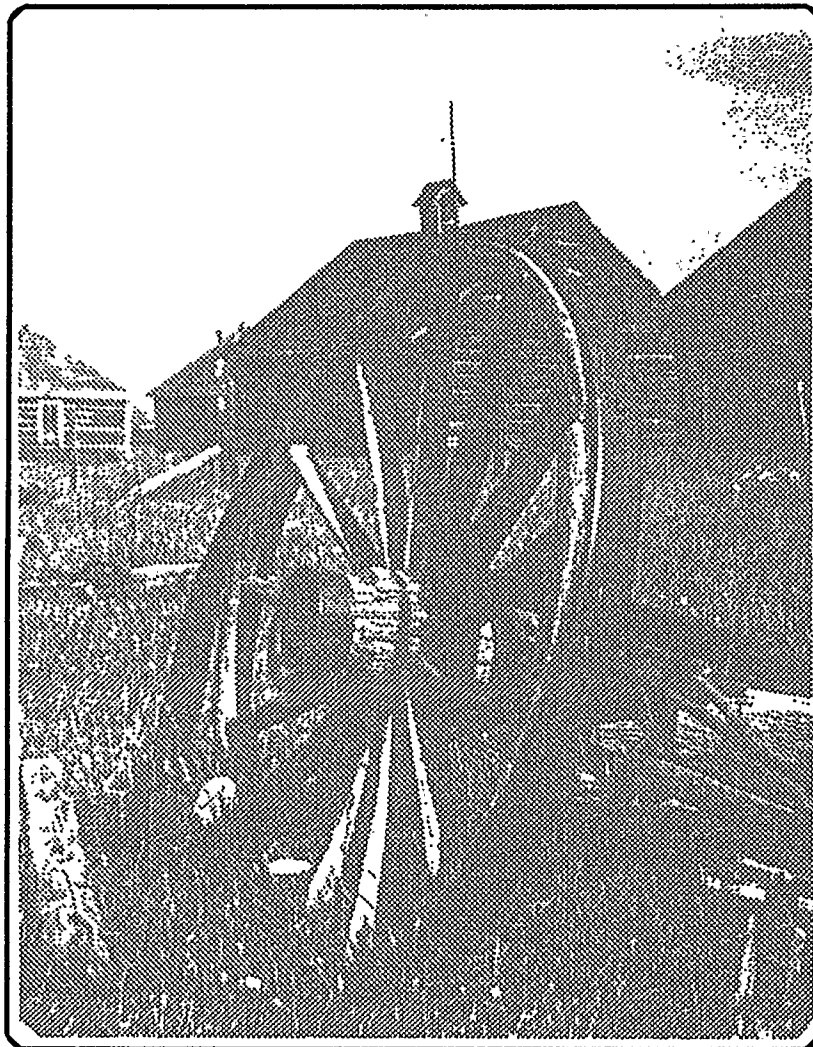
CULTURAL TOURISM DEVELOPMENT STRATEGY

INTRODUCTION

This chapter will present a cultural tourism development strategy for High River. This development strategy will be divided into two sections: (1) the development framework, and (2) the development plan. The development framework will outline a model and guidelines for the development of the Town's cultural tourism resources. The development plan, on the other hand, will discuss the development of specific cultural tourism attractions. This section will also address information/orientation services, preservation initiatives, and tourism marketing techniques. Finally, the chapter will conclude by identifying several concerns requiring attention.

DEVELOPMENT FRAMEWORK

An important concern expressed in the High River Tourism Action Plan (1988: 17), is the Town's lack of a major tourist attraction, cultural or otherwise. By major, reference is being made to a tourist attraction known to a sufficient number of people to justify its consideration as an entity, attracting travel to itself, independent of the other tourist attractions of the community or the surrounding region (Mathieson and Wall, 1982: 12). From all the information available, it is unlikely that a major tourist attraction will be developed in High River.

What High River does have, is a number of existing and potential cultural tourism attractions. In the absence of a major tourist attraction, these cultural tourism attractions should be developed and marketed so that their cumulative effect is an attractive tourist destination. This can be accomplished by integrating the Town's cultural tourism attractions and events under a development theme. Theme, as applied here, is to be distinguished from "theme towning." The former concept is used to link complementary or similar attractions, while the latter concept attempts to regulate construction design in accordance with a chosen theme. This chosen theme usually plays upon an accidental or presumed resemblance to another country or historical era, and is applied in the form of a veneer (McGinn, 1986: 25).

Two examples of attraction integration using a development theme are discussed in chapter one. Both of these examples, the Cowichan and Chemainus Valleys Ecomuseum and the Crowsnest Pass Ecomuseum, employ development themes based upon an industrial activity. Their concern, however, is not restricted to the industrial processes and products of this activity, but also includes the economic and social heritage of the industrial past. Attractions offer authentic experiences and social interaction between residents and visitors is actively encouraged. In both cases, the end product will be a large tourism complex offering the visitor many attractions, with each attraction providing a different experience related to the overall development theme. Since both of these Ecomuseums are in their infancy, it is too early to offer an opinion as to their success. However, initial indications as to their likely success appear favourable.

Given High River's existing and potential cultural tourism attractions and in consideration of its significant history, it is recommended that the Town adopt a development theme based upon its ranching heritage. This theme will not only link the many cultural tourism attractions and events of High River, but will enable the Town to work with other operators of ranching tourism attractions within the surrounding region. Co-operative ventures could include shared cost advertising, theme tours, etc.. In particular, the development of a proposed National or Provincial Historic Ranch near Pekisko (figure 4.3), would definitely be complementary of the proposed ranching theme for High River.

While the basic theme is High River's ranching heritage, it will be of benefit to analyze this theme in more detail. To do this, the theme will be divided into the following four areas of interest:

(1)   The ranching industry, including its current practice and history;
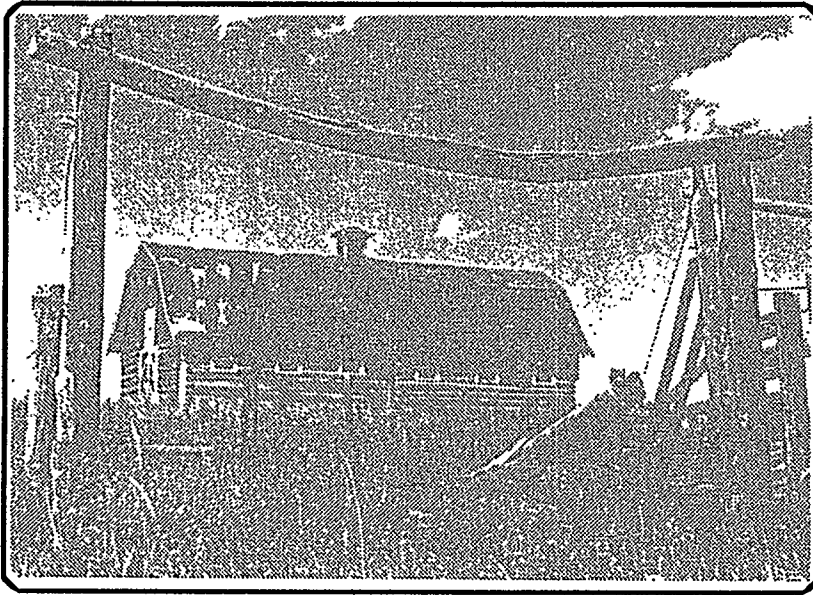
Seven U Brown Ranch. This ranch is being considered for protection as a Provincial Historic Park.

(2)   the environment, including ranch land ecology and landscape scenery;

(3)   the lifeways of the Town, including its social patterns and traditions (e.g. architecture, art, ethnicity, events, festivals, etc.); and

(4)   the people and personalities, including pioneers of the ranching industry, memorable people, and those personalities that have helped make the Town distinctive.

These refinements upon the basic theme will be used to provide guidance in the development of cultural attractions and events.

THE CULTURAL EXPERIENCE

The cultural experience is the way the resident and visitor comes into contact with, understands, appreciates, and enjoys High River's cultural attractions and events (Brown, 1989: 2). When developing the Town's cultural attractions and events, the cultural experience must be foremost in the mind of the developer.

From evaluation studies in a number of tourist settings, it is clear that visitors prefer experiences which offer emotional variety and change (Moscardo and Pearce, 1988: 7). This will mean limiting the amount of time devoted to any one activity (e.g. participating in prolonged guided tours or simply driving). It is far more advisable to develop cultural attractions and events which offer different sorts and styles of activities. This may mean that activities will be varied according to there being:

-     indoor activities vs. outdoor activities;
-     physically demanding activities vs. very passive activities;
-     intellectual activities vs. activities involving little mental effort;
-     solitary activities vs. group based activities;
-     self-guided activities vs. guided activities;
-     physically adventurous activities vs. very safe activities; and
-     unique to the environment activities vs. activities that can be done anywhere (Moscardo and Pearce, 1988: 7).

Other studies indicate, that tourists, primarily due to their higher levels of educational attainment and increasing sophistication, are demanding authentic experiences and more face to face contacts with the host population (Cherem, 1988: 22). Regarding the first point, every effort must be made to ensure that cultural attractions are based on reality, even if this reality is not particularly flattering. To gloss over the less beautiful aspects of a community's heritage, is to restrict the resident's and visitor's understanding of this heritage.

As for the second point, facilitating greater interaction between residents and visitors, residents must be encouraged to take a more active role in the communication of their cultural heritage. This may be as simple as answering questions or as involved as volunteering for active duty as curators, interpreters, tour guides, etc.. Whatever the level of participation, the resident will need to be knowledgeable as to the community's history and what it has to offer (e.g. accommodation, attractions, events, services, etc.).

CULTURAL ATTRACTION SELECTION PROCESS

In assessing existing and potential cultural tourism attractions and events for inclusion in a ranching heritage theme for High River, the following criteria will be reviewed.

(1) Does the (potential) attraction fit within the context of the development theme?

(2) What is the cultural and historical value of the potential attraction?

(3) What is the potential attraction's ability to draw visitors?

(4) What is the importance of the potential attraction to the community?

(5) What is the feasibility of developing and maintaining the potential attraction?

(6) What is the current physical condition of the potential attraction?

(7) What is the present state of development of the potential attraction?
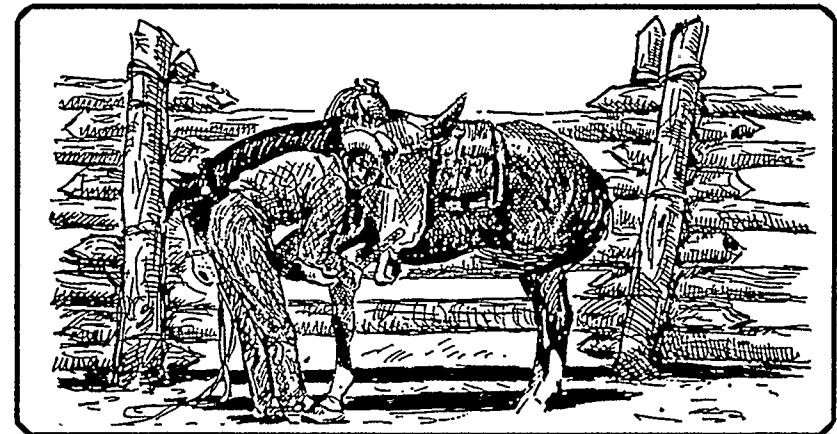
Cowboy Trimming His Horse's Hooves.

DEVELOPMENT PLAN

The development plan will be divided into four areas of concern: (1) information/orientation services, (2) attraction design and development, (3) historic preservation initiatives, and (4) tourism marketing techniques. Emphasis will be placed on the second concern, the design and development of cultural tourism attractions related to High River's ranching theme. Where appropriate, detailed accounts and graphic renderings of proposed developments will be included. All existing and proposed developments will be keyed to a map of the community.

INFORMATION/ORIENTATION SERVICES

Information Services

There are a number of basic principles which contribute to the successful provision of information services to visitors. It must be convenient for visitors who are strangers to High River to find information. This is best achieved by the provision of a visitor information centre which is easily located and well sign posted (Moscardo and Pearce, 1988: 7). The present visitor information centre, is easily located, as it is situated in the downtown core, adjacent to the grain elevators (i.e. an easily identifiable landmark) (figure 4.1, A). As for directional signage to the centre, this can best be described as poor, consisting, as it is, of a few, temporary cardboard signs.

The visitor information centre in High River, employs two approaches to educate and inform visitors: (1) the use of trained personnel, and (2) the provision of brochures and pamphlets. The first approach is extremely effective, as it has the potential of being flexible, interactive, and personal, especially given well trained personnel. Training should include a component on the community's ranching heritage. The second approach, the provision of brochures and pamphlets, is also effective, as it enables visitors to make decisions about their visit as they travel and in their own time.

Information must be accurate and detailed. Visitors are constantly making decisions and the success of a visit often depends on the quality of information available. Visitors who make good judgements about what they want to do, are likely to be 'good' visitors ... being satisfied and having a positive experience. Information must also be flexible. Visitors vary in characteristics on a range of features: age, interests, time available, disposable income, health, and motivation for travel (Moscardo and Pearce, 1988: 7). These market segments must be identified and adequately addressed in the formulation of information.

INSET MAP

Aldersyde

CARGILL PLANT TOURS (J)

2a

2

HIGH RIVER

A – Visitor Information Center
B – Historic Walking Tour
C – Historic Train Museum
D – Medicine Tree Memorial
E – The Museum of the Highwood
F – Saddlery Operations
G – High River Centennial Library
H – Prince of Wales Theatre
I – Smith and French Stopping House
J – Cargill Plant Tours (See Inset Map)
K – Downtown Historic District
L – Highwood Memorial Centre
M – High River Culture Centre
N – Pioneer Square (Outdoor Stage)
O – George Lane Memorial Park
P – Riverside Nature Trail
Q – Highwood Golf and Country Club

Area Subject to Design Guidelines

Cultural and Historical Sites

Visitor Parking Areas

Recreation, Parks and Woodland

* Not to Scale

| Figure 4.1 | Existing and Proposed Cultural Tourism Attractions for High River. |

Orientation Services

Good orientation, a clear sense of visitors knowing where they are and how to get around High River, is important for successful visitor experiences. Getting lost induces anxiety and tires the visitor. There is competence and satisfaction in knowing one's way around and the provision of good orientation services is important for visitor satisfaction.

Two common methods used to improve visitor orientation, are the provision of maps and the installation of sign posts. With regard to the first method, in producing good maps, the use of colour is always preferable to black and white. Coloured maps enable the user to articulate more functionally distinct concepts and to make more complex judgements (Pearce and Black, 1984: 190). It is also preferable to have text (names and information) on the map rather than to one side. A map key requires users to make a further step in understanding the map ... the more steps to use it, the more opportunity for misunderstanding to arise. Finally, it is preferable to have a bigger map, if it is necessary to include all the information (Moscardo and Pearce, 1988: 8).

It is important that maps be coordinated with sign posts, to allow visitors to accurately locate themselves with actual points of reference in the environment. Sign posts need to be placed at

Sign Posts Designed in the Shape of a Saddle to Facilitate Easy Detection and to Reflect High River's Ranching Theme.
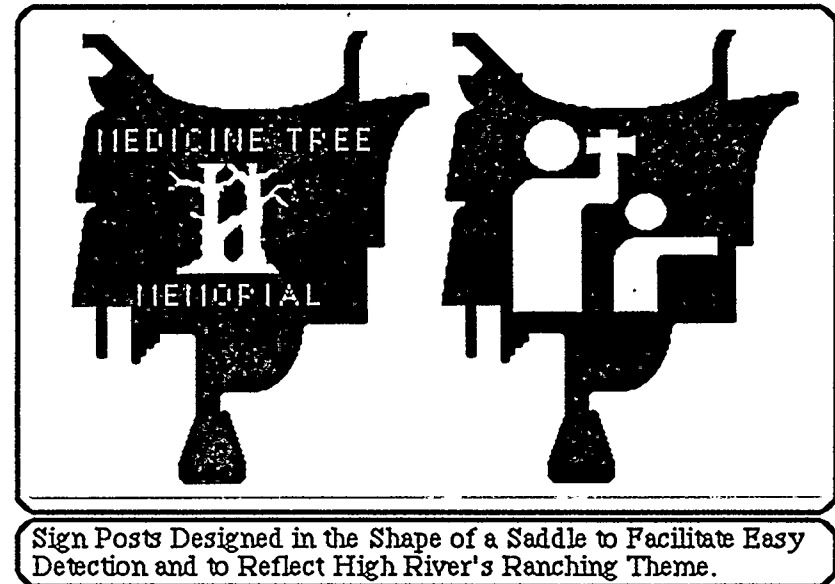
points where visitors are likely to make a decision. Obvious examples include: points where roads cross or link and actual sites of attractions. Signs should be of a uniform design to facilitate detection and be reflective of the overall development theme (Moscardo and Pearce, 1988: 8).

Recommendations

The following recommendations will improve visitor information and orientation services and will assist in the development of High River's ranching theme.

- Improve directional signage to the visitor information centre,
- expand the training program for personnel of the visitor information centre, to include a component on the Town's ranching heritage,
- provide accurate and detailed information on the Town's ranching attractions and events,
- target information at different market segments,
- produce a map outlining the Town's ranching attractions, using the techniques of good map production,
- install directional signage to ranching attractions at key decision making points, and
- design directional signage in a uniform manner and to reflect the Town's ranching theme.

ATTRACTION DESIGN AND DEVELOPMENT

The following information on attraction design and development will be very descriptive, and is intended to provide an overall 'feel' for the development strategy. Preliminary analysis of potential impacts - economic, environmental, and social; phasing; cost potential; and funding emphasis, are addressed in figure 4.2. The impact scale in this figure represents an overall assessment by the author. More detailed impact assessment for each item will be required prior to development. The costs identified, on the other hand, represent minimal development as anticipated by the author. Actual cost will depend on specific development requirements. Some developments, while appearing to provide few benefits, are included as part of this strategy, as their inclusion is essential to the telling of the ranching story in its entirety.

Existing Attractions

Those cultural tourism attractions described in chapter three will form an integral part of any cultural tourism strategy based on High River's ranching heritage. To ensure their compatibility and/or to enhance their interpretive message, the following recommendations are suggested.

Cultural/Historical Buildings

The enhancement of interpretive techniques in conjunction with the historic walking tour (figure 4.1, B). This discussion will deal with both the tour guide and the walking tour itself. Initiatives to preserve and protect High River's cultural and historical buildings will be discussed later in this chapter.

(1)   Tour Guide

- The identification of sites and description of significant buildings no longer standing, and
- the inclusion of activities to engage the visitor, such as questions asking them to identify the uses of artifacts and buildings located along the walking tour.

TOURISM INFRASTRUCTURE/PROMOTION

		POTENTIAL IMPACTS			FUNDING
	PHASE	SOCIAL	ECONOMIC	ENVIRONMENTAL	COSTS	EMPHASIS

	PHASE	SOCIAL	ECONOMIC	ENVIRONMENTAL	COSTS	EMPHASIS
Community Tourism Signage Program	2-4	1	1	0	2	M/P
Community Tourism Investment Guide	1	1	2	0	1	M
Cultural Tourism Marketing Program	2-5	X	2	0	3	M/R
EXISTING ATTRACTIONS						
High River Historic Walking Tour	1-2	2	1	0	1	M/N
High River Historic Train Museum	2-4	2	2	0	4	N/P/F
Medicine Tree Memorial Interpretive Program	1	1	0	0	1	N/M
The Museum of the Highwood	1-3	1	1	0	2	N/M/P
Saddlery Operations – Unique Shopping Guide	1	X	1	0	1	Pr
POTENTIAL ATTRACTIONS						
Ranching Audio-Visual Presentation						
Slide Presentation	1	2	1	0	1	T/M
Cinematic Production	2	2	2	0	3	T/M/P
Smith and French Stopping House	2	2	2	2	4	N/M
High River Mural Project	1-3	2	2	0	3	N/M/P
Cargill Plant Industrial Tours	2-3	1	1	0	4	Pr
Ranching Circle Tours						
Driving Tour	2-4	1	2	-1	4	Pr/M/R/P
Cycling Option	3-4	1	1	0	X	Pr/M/R/P
HISTORIC PRESERVATION INITIATIVES						
Community Education Programs	1	1	0	0	1	N/M/P
Legislative Controls	2	2	X	0	1	N/M
Economic Incentives	2-4	2	1	0	4	N/M/P

PHASING
1 Phase One
2 Phase Two
3 Phase Three
4 Phase Four
5 Phase Five

POTENTIAL IMPACTS[a]
2 Significantly Positive
1 Positive
0 No Impact
-1 Negative
X Unknown

COST POTENTIAL ORDER OF MAGNITUDE[b]
1 Minor – Under $5,000
2 Moderate – $5,001 – $25,000
3 Major – $25,001 – $100,000
4 Mega – Over $100,000
X Unknown

FUNDING EMPHASIS
Pr Private
T Trust
N Non-profit Org.
M Municipal
R Regional
P Provincial
F Federal

a) The impact scale represents an overview assessment by the author. More detailed impact assessments for each item will be required prior to development.

b) Costs identified represent minimal development as anticipated by the author. Actual cost will depend on specific development requirements.

Figure 4.2 | Summary of Preliminary Impacts and Order of Magnitude Costs for Selected High River Tourism Initiatives.

(2)   Walking Tour

- The use of tour guides in period costume on weekends and other peak demand periods,
- the placement of ranching artifacts and implements (e.g. chuckwagon, squeeze gate, etc.) at appropriate sites along walking tour,
- the installation of commemorative plaques on or adjacent to culturally and/or historically significant buildings, and
- the periodic opening up of those buildings, forming a part of the walking tour, for public inspection.

High River Historic Train Museum

The expansion of the historic train museum (figure 4.1, C) to include several stock cars from the late 19th and early 20th centuries. These stock cars will be coupled with interpretive exhibits and panels, detailing the impact of rail transport on the ranching industry (i.e. the opening up of distant markets, the centralization of slaughtering facilities, etc.). The once prominent stockyard and shipping facility (no longer standing) located immediately south of High River, will also be interpreted. This facility, during the early part of this century, was the largest primary shipping point for cattle in the country (MacEwan, 1973: 164). Interpretive techniques will include a scaled down replica model (no larger than two meters square) of the facility and interpretive panels.
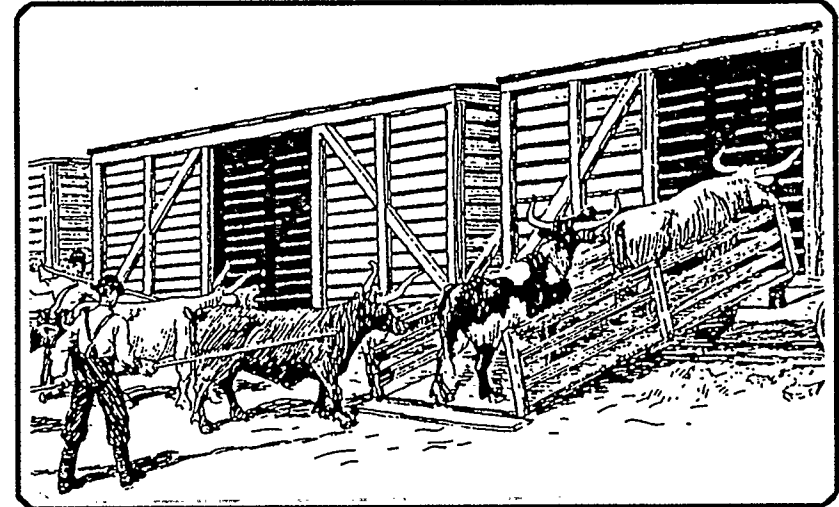
The Inclusion of Several Cattle Cars to Form an Integral Part of the Historic Train Museum.

Medicine Tree Memorial

The addition of interpretive panels adjacent to the Medicine Tree Memorial. These panels will detail the native way of life, prior to and after the introduction of the first white settlers. More specifically, these panels will deal with the near eradication of the buffalo, the establishment of native reserves, and the formation of cattle ranches to feed the native population.

The Museum of the Highwood

The Museum of the Highwood (figure 4.1, E) presently houses a large number of fixed, static displays. Attendance at the museum has declined over the past three years, from 4,685 visitors in 1987 to 3,864 visitors in 1989 (King, Aug. 16, 1990). This decline in attendance is likely due to the fixed, static nature of the museum's displays. Recommendations to improve the museum's interpretive message include:

- The provision of flexible display space instead of permanent display space;
- the announcement and exhibition of new displays on a regular basis;
- the use of interactive (participatory) displays to engage the visitor; and
- the use of displays designed to elicit the response of all age groups.

Saddlery Operations

The production and distribution of a unique shopping guide to be based on the book by Lillian Knupp, <u>Harness, Boots & Saddles</u> (High River: Sandstone Publishing Ltd., 1987). This unique shopping guide will locate saddlery establishments (figure 4.1, F), describe their history, and list their products and services. Other unique shopping opportunities - antiques, folk art, etc. - may also be listed. This publication will be paid for by participating businesses and will be available at the local and all regional tourist information centres.
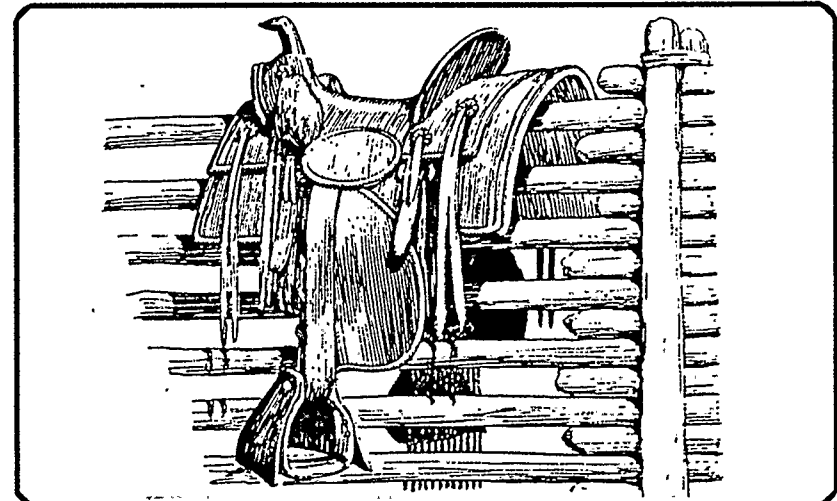
For Several Decades, High River was known as the "Saddle Capital of Canada" (Knupp, 1987: 24).

Potential Attractions

The following potential cultural tourism attractions complement existing attractions and further develop High River's ranching theme. This listing of potential attractions is not intended to be exhaustive or final, but is exemplary of the kinds and types of attractions that should be developed.

Audio-Visual Presentation

The production of an audio-visual presentation on the community's and region's ranching heritage. Initially, a slide presentation with commentary will suffice. When funds become available, a 20 to 25 minute cinematic production should be made. The quality of this production should be comparable to the award winning film, "In the Mountain's Shadow," used to document the history of the Crowsnest Pass and shown daily at the Frank Slide Interpretive Centre. At present, there are two available screening rooms in High River: the 125 seat auditorium at the High River Centennial Library (figure 4.1, G) and the 350 seat Prince of Wales Theatre (figure 4.1, H). The latter location, due to its close proximity to the Historic Train Museum and The Museum of the Highwood and its present availability during daylight hours, is a logical choice. Since this theatre is privately owned, the owners will have to be compensated for its use.

Smith and French Stopping House

The reconstruction of the Smith and French Stopping House and out buildings (barns, stables, etc.) (figure 4.1, I). The original log stopping house was a three room cabin, occupied by Smith and his wife at one end, French at the other, with the centre section accommodating travellers and a post office. In the 1930s, a flood washed away the main structure, leaving only the out buildings (King, Aug. 16, 1990: 1). These out buildings were protected by the Town until the early 1980s, when their condition was deemed to be hazardous to the public safety and they were levelled. Detailed black and white photographs are available for all the above structures (King, Aug. 16, 1990: 2). The original site, now known as McLaughlin Meadows, is presently undeveloped Town owned land, comprising natural grasses.

Interpretation at the stopping house can constitute: authentically reconstructed buildings, costumed interpreters, period furnishings, demonstrations, natural grasses, and interpretive panels. Demonstrations will cover such skills as butter churning, furniture making, and log construction. Natural grasses will include those varieties indigenous to the area, such as Western porcupine grass, Western wheat grass, and Rough fescue prairie. A livestock petting zoo, comprising cattle, horses, poultry, and sheep, should also be considered. This zoo will serve to entertain children and adults alike, as well as to reinforce the ranching interpretive theme.

High River Mural Project

The painting of murals on the outside walls of many of High River's non-distinct buildings. By non-distinct, reference is being made to those buildings not considered to be culturally

and/or historically significant. Murals will depict the community's and region's ranching heritage and those personalities associated with this heritage. Historic photographs stored at the Glenbow Archives and The Museum of the Highwood and descriptions provided by books, manuscripts, and pioneers, will provide the inspiration for the murals. This open air gallery will be connected by way of a walking tour, complete with a tour guide describing the murals and their artists. The recently established High River Mural Society will be responsible for the development of this project.
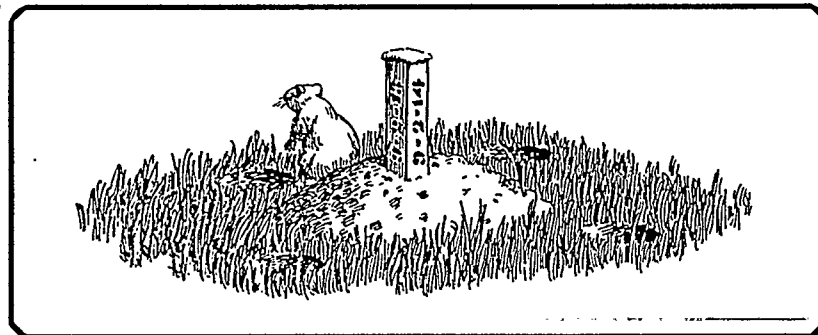
Prairie Dog Near Property Stake. The fauna and flora of the High River area will be interpreted as part of the Town's ranching theme.

Cargill Plant Tours

The Cargill Meat Processing Plant (figure 4.1, J) features the most modern equipment available for processing cattle. This facility, in combination with the historic ranch and the many other ranching interpretive attractions, provides the unique opportunity to tell the ranching story in its entirety. Interpretation can include: guided tours, indoor exhibits, and an audio-visual presentation. The latter two interpretive techniques will be used to describe those parts of the operation that are not suitable for public viewing (i.e. the killing process). Since Cargill is a privately owned company, the establishment of an interpretive program will be their decision alone. Community leaders can impress upon the company the importance of their contribution to the success of High River's ranching theme and the excellent public relations to be gained from participating in such a venture.

Circle Tours

Circle tours are oriented to the visitor who is looking for a half-day or full-day excursion from a specified origin point. The concept requires that the origin and final destination points be the same.

All circle tours will originate from High River. In this way, the visitor will receive a good introduction to the region's ranching heritage. Circle tours will comprise one full-day excursion and two half-day excursions (figure 4.3). These excursions will provide an interesting mix of complementary attractions and events, all designed to enlighten the visitor on the

To Calgary

Millarville

*K

*L

J

Okotoks

M
*

Black
Diamond

Turner
Valley

N

C

*N

*O

P
*

**To Kananaskis
Provincial Park**

Longview

HIGH RIVER

*I

*A

Pekisko

Cayley

*G

*H

*B

F
*

E
*

C

Nanton

D

To Crowsnest Pass

To Lethbridge

A – Old Women's Buffalo Jump
B – Macmillan and Cayley Hutterite Colonies
C – Farming and Ranching Landscapes
D – Chain Lakes Provincial Park
E – Proposed Provincial Historic Ranch
F – Proposed National Historic Ranch
G – Pekisko Trading Post
H – Highlandview Guest Ranch
I – Tom Bews Rodeo Ranch
J – John Ware Cairn
K – Millarville Race Track
L – Christ Church, Millarville
M – Big Rock/Napi's Rock
N – Round Top T Ranch House
O – Highwood Auction Market
P – Cargill Meat Processing Plant

⊟ Route Markers (Circle Tours)
▲ Municipal/Provincial Campgrounds

INSET MAP

2

1

High River

3

Map showing three
different circle
tours. One full-day
excursion (1) and
two half-day ex-
cursions (2 & 3).
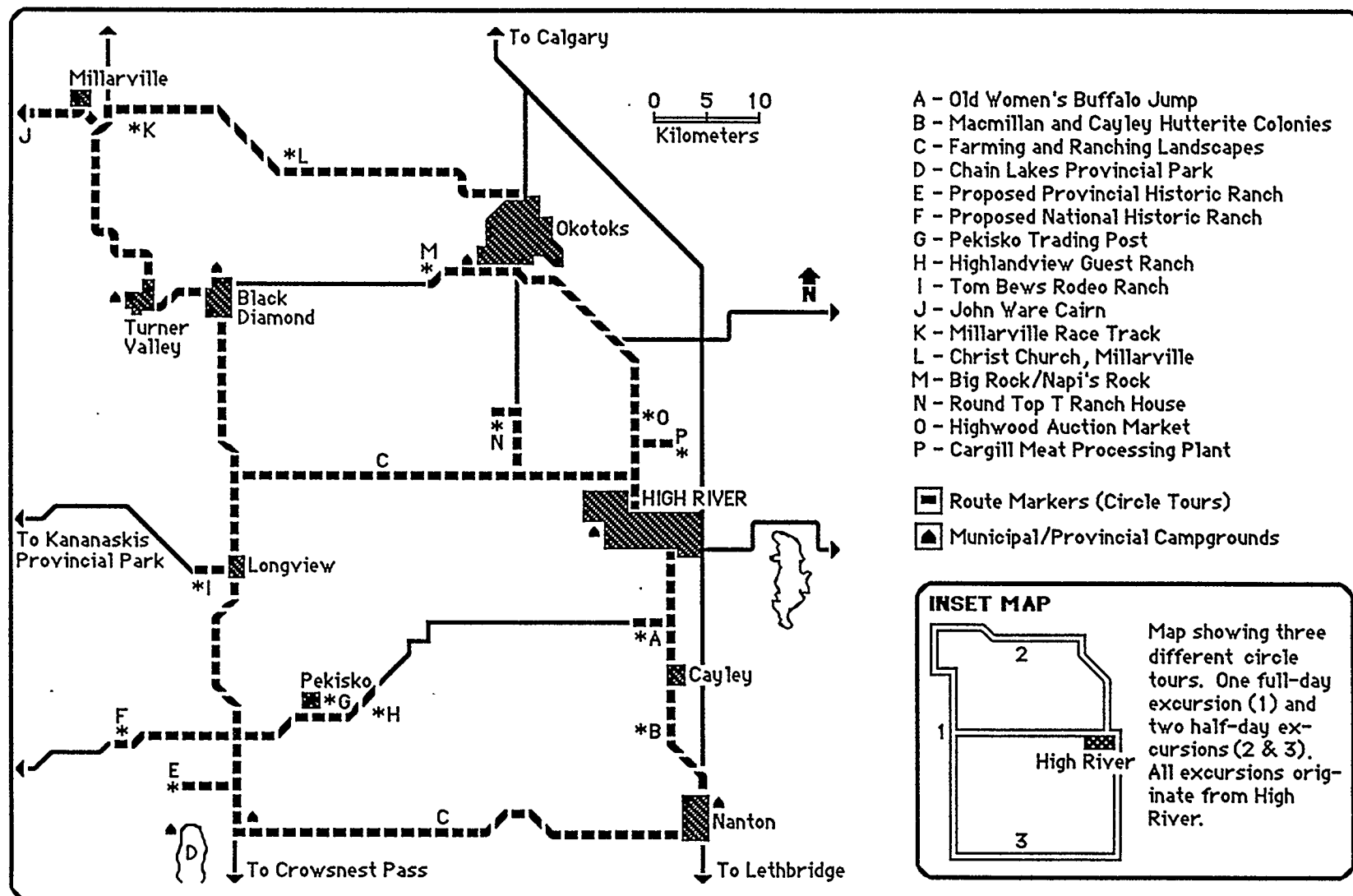All excursions orig-
inate from High
River.

| Figure 4.3 | Circle Tours Linking Ranching Cultural Tourism Attractions of the Region. |

region's ranching heritage. Transport will be by coach or private vehicle. Coach transport will utilize the services of an on-board interpreter, while private vehicle transport will depend upon a driving tour guide. For a description of some of the cultural and historical attractions included in the above circle tours, see Appendix A.

A cycling tour of the region's ranching attractions and events should also be developed. This tour will make use of the above three circle tour routes and the region's many municipal and provincial campgrounds. Cycle lanes and paths, bicycle lock-ups, and rest areas will need to be developed. These developments, as well as any other developments (e.g. installation of interpretive facilities, improvements to signage, etc.) in the region, fall outside the jurisdiction of the Town of High River. For the successful development of circle tours, the cooperation and financial support of affected tourism operators, municipalities, regional governing bodies, and provincial ministries will be necessary.

Events and Festivals

High River stages a large number of major events and festivals each year, most of them with a Western theme. Notable among these, are the events and festivals described in chapter three. In general, the Town does an admirable job of staging

Bike Paths, Cycle Lock-ups, and Rest Stops will be Provided to Accommodate Cyclists on Circle Tours.

many, well planned major events and festivals, that no improvements are suggested here. Where the Town can improve, is in the programming of activities and events on a regular basis. At present, few activities and events are used to animate High River's public areas and streets. Council should consider hiring artists and street performers and allowing the operation of art kiosks. All this activity will not only attract visitors but will improve the quality of life for residents.

HISTORIC PRESERVATION INITIATIVES

The success of interpretive facilities and programs and, indeed, the very survival of High River's special character, will depend upon a number of historic preservation initiatives. Development pressures threaten much of the old fabric of the Town. Historic preservation initiatives will seek to protect, enhance, and maintain the Town's cultural and historical resources and to ensure that new development will be compatible with the forms and patterns of development traditional to High River.

The Town has taken the first step towards the preservation of its cultural inheritance by inventorying its significant cultural and historical resources. This action, important as it is, merely identifies resources of cultural and/or historical significance and does little to ensure their future retention. To safeguard High River's cultural inheritance will require a more far reaching program of preservation initiatives. This program will comprise three components: community education, legislative controls, and economic incentives.

Community Education

Community education is most important. Residents must be aware of their cultural inheritance and be supportive of efforts to save it, if a preservation program is to be successful. Needed will be a preservation society to represent the views of concerned residents. This society will advise Council on preservation matters and educate the public on the need for preservation. At present, The Museum of the Highwood Board of Directors is mandated with this responsibility.

Techniques to educate the public on the need for preservation should include: slide presentations and discussions on the inventory process, guided walking tours of older neighbourhoods, newspaper articles profiling culturally and historically significant buildings, and demonstrative preservation projects. An example of a demonstration project is the rehabilitation of a store front, removing all unsympathetic alterations. Such work arouses the curious, draws media attention, and provides the incentive for others to do likewise.

Legislative Controls

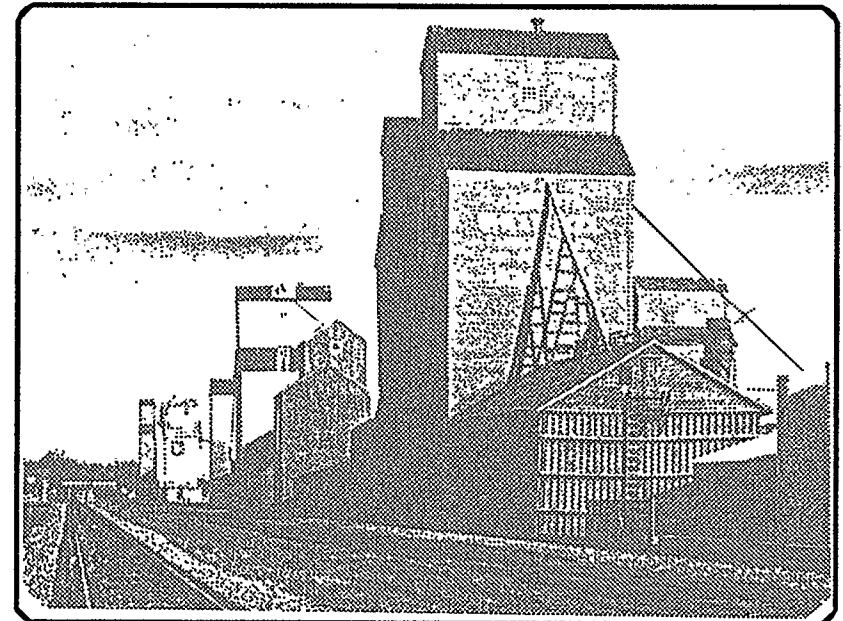Legislative controls are extremely controversial. By restricting an owner's property rights, through designation, design guidelines, demolition delay, or other legislation, preservation may be achieved. This preservation, however, does not come without a cost. In the case of designation, a property owner may seek compensation. More importantly, such legislation can divide the community and lead to confrontation. To

avoid confrontation, legislative controls should be slowly phased in over a period of years.

Initially, design guidelines should be endorsed and promoted by the Chamber of Commerce and the Council. In time, consideration should be given to designating that area of the community with the highest concentration of culturally and historically significant buildings (figure 4.1, K) as a Direct Control District. (For a discussion on design guidelines, what they can and cannot do and how they can be applied, see Appendix B.) As for designation, this mechanism is best left up to the individual property owner, until the question of compensation can be resolved. In the meantime, Council should promote voluntary designation and should set an example by designating significant municipal buildings such as the Town Hall.

Elevator Row, High River. Preservation initiatives are needed to protect the Town's cultural and historical resources.

Economic Incentives

Economic incentives can provide an alternative to legislative controls. Council can provide several incentives to facilitate the rehabilitation and maintenance of culturally and historically significant buildings. Incentives can include: relaxations of various planning requirements (i.e. provision of parking); consideration of a higher land use, such as business or professional offices for residential buildings; and financial assistance. A local preservation society should be responsible for the granting of financial assistance, thus avoiding restrictions implicit in the local government's enabling legislation. If a significant amount of assistance is given to any one property, it is reasonable that the community will expect to receive some form of assurance that rehabilitation work will be continued in the future. This assurance may be in the form of legal protection for the property, or arrangements that the assistance must be paid back if rehabilitation work is discontinued.

TOURISM MARKETING TECHNIQUES

The success of a tourism development strategy to be based on High River's ranching heritage, will depend, in large part, upon a well conceived marketing program. This marketing program should be made up of the following seven steps.

Step One: Review Target Markets

Identify the target markets that can be reached through marketing, and review the reasons why consumers in those markets will buy your product. By target markets, reference is being made to those market segments within your overall market in which a high proportion of people will respond to your marketing message. There are seven general approaches to market segmentation which must be considered when defining target markets. They are as follows:

- Channel of distribution (or how the consumer buys),
- demographic or socio-economic considerations,
- geographic area (or place of origin),
- product related considerations,
- psychographic considerations (i.e. interests, lifestyle, etc.),
- purpose of trip, and
- seasonality or use frequency (Canadian Hotel and Restaurant Association, 1986: 58).

Step Two: Identify Marketing Objectives

Determine what you want to accomplish through marketing. For example, are you trying to inform potential consumers of the availability of your product? Or are you hoping to convince them of the beneficial rewards to be gained from using your product?

Step Three: Review Distribution Methods

Review the distribution methods that can be used to get your product to your target markets - or to bring your target markets to your product. There is little point in marketing a product that cannot be readily purchased. These distribution methods include:

- Travel agents,
- tour operators,
- tour wholesalers,
- travel clubs,
- government marketing departments,
- tourist zone associations,
- franchise, referral and chain groups,
- airlines and other transportation companies,
- sales representatives and brokers, and
- other travel trade organizations (i.e. convention organizers, credit card companies, etc.) (Canadian Hotel and Restaurant Association, 1986: 136).

Step Four: Examine Marketing Alternatives

Examine all the available marketing media (figure 4.4). Learn the advantages and disadvantages of each, and determine which is the most appropriate in terms of meeting your marketing objectives. For a discussion on the advantages and disadvantages of the various marketing media, consult the Canadian Hotel and Restaurant Association, Marketing Management: A Program for Canada's Tourism Industry (Ottawa: Canadian Hotel and Restaurant Association, 1986).

Step Five: Develop an Marketing Budget

Base your budget on your marketing objectives and what you can reasonably afford. Do not base your budget on what competitors are spending, on industry averages, or on recommendations of a media marketing sales person (Canadian Hotel and Restaurant Association, 1986: 157). The recommended approach, known as zero based budgeting, views each year in isolation and builds up a budget only on what is expected to happen during that year. It requires that you start each year from zero. Each year, you are forced to justify all anticipated expenses; you cannot simply carry forward last year's budget. (Canadian Hotel and Restaurant Association, 1986: 75).

PROMOTIONAL TECHNIQUES	TARGET MARKETS		
	CONSUMERS	GROUPS	TRAVEL TRADE
ADVERTISING			
– COOPERATIVE ADVERTISING	X	X	X
– DIRECT MAIL	X	X	X
– MAGAZINES	X	X	
– NEWSPAPERS	X	X	
– OUTDOOR/TRANSIT	X		
– RADIO	X		
– TELEVISION	X		
– TRAVEL GUIDES	X		
– TRAVEL PUBLICATIONS			X
SALES PROMOTION			
– ACTIVITIES	X	X	X
– BROCHURES	X	X	X
TRAVEL SHOWS			
– ASSOCIATION/CORPORATE		X	
– CONSUMER	X		
– TRADE			X
FAMILIARIZATION TRIPS			
– TRAVEL TRADE			X
– TRAVEL WRITERS	X		
PERSONAL SELLING	X		
PUBLICITY	X	X	X

Figure 4.4 Available Marketing Techniques (Canadian Hotel and Restaurant Association, 1986: 154).

Step Six: Select Appropriate Media

Once your budget has been set, you will be in a position to select the most appropriate media to meet your marketing objectives.

Step Seven: Measuring Marketing Effectiveness

One of the most difficult tasks in marketing is to measure its effectiveness. There are sophisticated methods for pre and post testing, but they are available only through specialized firms and at considerable expense. With a major campaign, the expense may be justified. But in most cases, you will have to rely on your own in-house measurement techniques. Among the techniques to be considered are the following:

- Code your marketing in some way - perhaps by using return cards - so that enquiries can be traced back to the source that generated them;
- with phone enquiries, instruct your staff to ask callers how they heard about your product or where they saw an advertisement; and
- ask visitors to complete a questionnaire, which contains questions on why they used your product and where they first learned about it (Canadian Hotel and Restaurant Association, 1986: 172 & 177).

TOURISM OPPORTUNITIES

While this development strategy focuses on cultural tourism, it is not intended to infer that this is the only course of action available for the development of tourism. The High River Tourism Action Plan (1988: 10-15) outlines three other potential sources of tourism: outdoor activities, sporting events and unique shopping.

Most outdoor activities are centred around the Highwood River. This river offers excellent fishing opportunities, with a bountiful stock of several fish species. Rainbow trout, Cutthroat trout, Brook trout, Rocky Mountain Whitefish and Pike are some of the more common species. The Highwood River is also an exciting passageway where outdoor enthusiasts can enjoy an exhilarating ride through small rapids or a more leisurely float through slower moving waters (Traviss, 1989: 6).

High River draws many tourists for sporting events. The Town hosts three major curling bonspiels each year, as well as numerous ball tournaments. The Highwood Golf and Country Club has become popular with recreational golfers and as a staging ground for major tournaments. This 18 hole golf course is slated to expand to 27 holes. The new addition will form an integral part of a proposed residential subdivision (Traviss, 1989: 28).

There are many unique shopping opportunities to be found in High River. The Town's many saddlery operations and Western wear outlets were outlined earlier. Complementary to these establishments are art galleries, boutiques offering an array of local arts and crafts, and a silversmith. After shopping, visitors can enjoy afternoon tea at the Briar Rose Tea House or relax at Mort's Diner. The interior walls of the latter establishment are lined with historic artifacts and photographs.

TOURISM INFRASTRUCTURE CONCERNS

While this chapter deals specifically with product development and marketing, there are several concerns which require attention. Of particular importance is the need to encourage additional private investment in tourist accommodation and related services. At present, there is an inadequate supply of high quality hotel/motel accommodation and some essential tourist services are not available (e.g. sport equipment rental) or are in short supply (e.g. souvenir sales).

The first concern, the lack of investment in high quality tourist accommodation, may only be remedied by the firm commitment of Council to this plan and to other tourism initiatives. This commitment should provide the necessary incentive to undertake service improvements. When developing new accommodation, this accommodation should be of high quality design and relate to the development theme (e.g. bed and breakfast establishments, guest ranches, etc.). As for the second concern, the lack of tourist services, Council should: (1) print an investment guide identifying private sector investment opportunities, and (2) actively recruit needed tourist related service establishments.

CONCLUSIONS

This cultural tourism development strategy based on High River's ranching heritage is designed to take advantage of the Town's existing tourism strengths, while capitalizing on those of the larger region and the public's growing interest in Western frontier culture. The strategy itself is based on the Ecomuseums of the Cowichan and Chemanius Valleys and the Crowsnest Pass. These Ecomuseums offer many cultural tourism attractions, with each attraction providing a different experience related to the overall development theme: forestry in the Cowichan and Chemainus Valleys and coal mining in the Crowsnest Pass. As with these two precedents, this strategy will attempt to present a complete perspective of the industrial activity in question. The ranching story will be told in its entirety, from the introduction of the first beef cattle to the establishment of large cattle ranches to the industry's present highly mechanized state as evidenced by the Cargill Meat Processing Plant. This strategy will strive to provide the visitor with an informative, interesting, and unique tourist experience. To accomplish this, local residents will have to participate in all aspects of the development strategy, from attraction design to resource protection. These residents will become both curators and interpreters of High River cultural heritage.
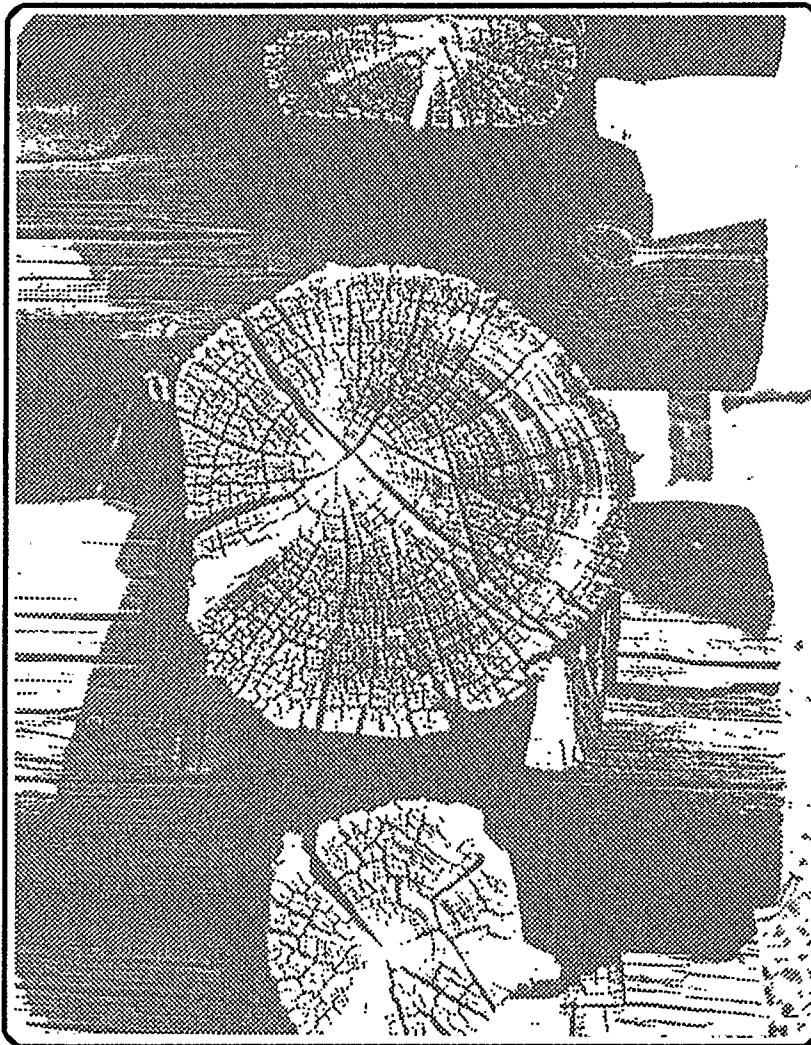
This chapter will outline an implementation plan for the cultural tourism development strategy discussed in chapter four. The plan will be divided into three sections. Section one will present an administrative framework. An essential part of this framework will be the establishment of a charitable trust. Section two will address financing. This section will stress the need for private/public partnerships and will list probable sources of funding and labour. Finally, section three will outline a plan for the phasing of proposed developments. Five phases will be presented, over an eight year planning period.

ADMINISTRATIVE FRAMEWORK

The responsibility for tourism development and promotion rests with the High River Tourism Action Committee. This Committee is comprised of eleven members, representing groups and organizations associated with Town's tourism industry. Members are appointed by the Municipal Council and serve on a voluntary basis. This Committee is directly accountable to the Municipal Council and its mandate covers all aspects and forms of tourism (figure 5.1).

The adoption and implementation of the cultural tourism development strategy as outlined in this document will require a

5 IMPLEMENTATION PLAN

Figure 5.1 High River Tourism Action Committee Administrative Structure and Responsibilities.
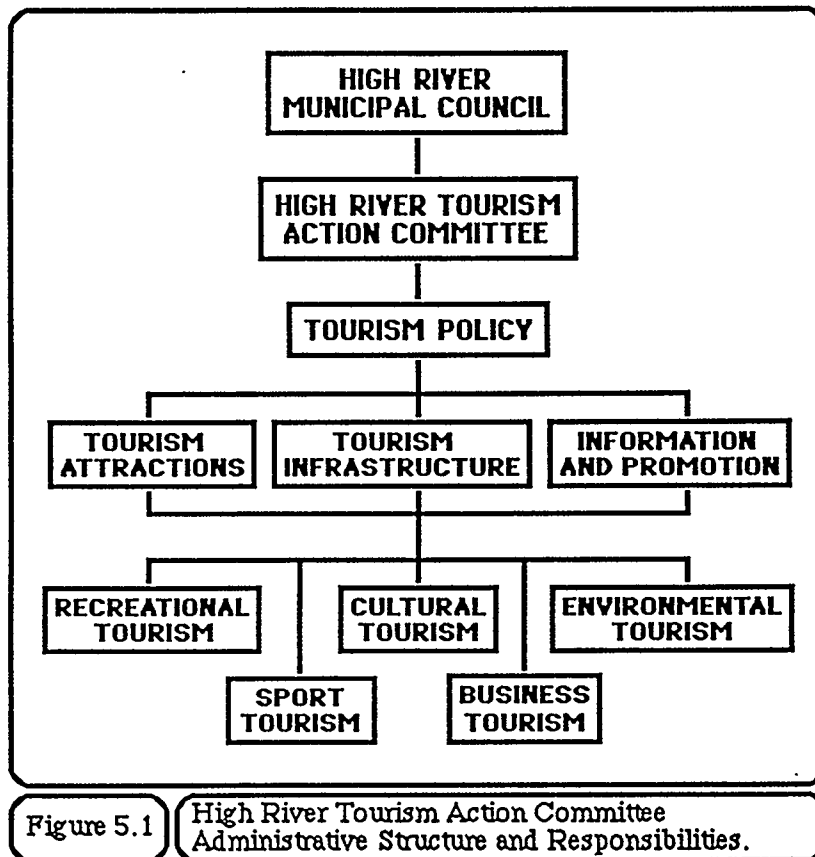
new administrative framework. Given the broad mandate and voluntary nature of the High River Tourism Action Committee, it is unlikely that this Committee will be able to cope with any new demands placed upon it. This Committee's broad mandate may also deter donations and grants for cultural purposes, since its mandate covers all aspects and forms of tourism. Another concern, is this Committee's close association with the Municipal Council, which may make it subject to bureaucratic and political considerations.

One administrative framework which addresses many of the above concerns and has been successfully applied in other cultural tourism projects is the charitable trust. A charitable trust ensures that donated property is in fact employed for purposes in favour of the project or public which the donator had in mind. It assumes that there is somebody who has a beneficial interest and who can and will ensure that the charitable trust properly discharges its duties (Waters, 1984: 501-503). In view of its public service, charitable trusts have been made the recipient of especially favourable rules both in the courts and in the legislatures. The courts' and legislatures' major concessions to charitable trusts, has been through the introduction of tax deductions and exemptions for them (Waters, 1984: 502). In addition, charitable trusts operate independently of existing bureaucratic and political structures, allowing them to pursue mandates free from bureaucratic and political considerations.

It is proposed that a charitable trust be established for the purpose of implementing the cultural tourism development strategy as outlined in this document. This charitable trust will be incorporated and operated under the Societies Act of Alberta. As an incorporated, non-profit association, the trust will be in a

position to accept donations, gifts, grants, and other assistance in furtherance of the objectives of the trust. Tax concessions are also given to charitable trusts and such trusts can sponsor charitable activities and events (Institute of Law Research and Reform, 1987: 1-3, 22). The trust will operate independently of existing bureaucratic and political structures (figure 5.2). This trust will be known as the High River Ranching Heritage Trust.

The High River Ranching Heritage Trust will be modelled after the Iron Bridge George Museum Trust in Britain. This British precedent was established in 1967, as a decision making and management body for the operation of a large museum complex. This administrative framework has proven highly successful. Given a one-time cash endowment, the museum complex and Trust are now self-supporting, relying as they do, on revenues derived from admission charges, donations, membership fees, and retailing (Smith, 1989: 23-28). The Crowsnest Pass recently formed a trust based on the Ironbridge model to oversee the implementation of an Ecomuseum to be based on this municipality's rich coal mining history. Since this cultural tourism development project is in its infancy, it is too early to judge the success of this project or the trust responsible for its implementation.

The High River Ranching Heritage Trust will consist of a manageable number of representatives from various interest groups in the community. Five representatives is probably too small a number to ensure that all interests are present, while eleven may be too large a number for ease of management. Any number of representatives within this range will be of a suitable size. Representatives will be elected by a membership and will serve a two year term with the potential for reelection. These representatives will elect their own chairperson. Committees will be established under the directive of a Board of Representatives and will deal with specific areas of concern, such as development, fund raising, interpretation, and promotion.

A local and regional wide membership for the High River Ranching Heritage Trust is recommended. While a membership will necessitate increased management and organization, it will provide the Trust with a number of committed advocates to build both fund raising and political support.

The High River Ranching Heritage Trust will be responsible for a number of activities and duties. These activities and duties will include:

- Coordinating the activities and duties of other groups and organizations committed to a cultural tourism development strategy based on ranching;
- developing, implementing, and monitoring interpretive programs and projects;
- ensuring that all projects are completed on budget and on time;
- establishing budgetary needs;

HIGH RIVER RANCHING HERITAGE TRUST
|
BOARD OF REPRESENTATIVES
|
EXECUTIVE DIRECTOR — CONSULT

DIRECT

SMITH AND FRENCH STOPPING HOUSE
|
RANCHING AUDIO-VISUAL PRESENTATION

COMMITTEES

PROMOTION   DEVELOPMENT

FUND RAISING   INTERPRETATION

PARKS AND RECREATION — HIGH RIVER HISTORIC WALKING TOUR

AGRICULTURAL SOCIETY — EVENTS AND FESTIVALS

HIGH RIVER TOURISM ACTION COMMITTEE — SIGNAGE PROGRAM

HIGH RIVER HISTORICAL RAILWAY ASSOCIATION — DOWNTOWN HISTORIC TRAIN MUSEUM

MUSEUM OF THE HIGHWOOD BOARD OF DIRECTORS — PRESERVATION INITIATIVES

CARGILL CANADA — PLANT TOURS

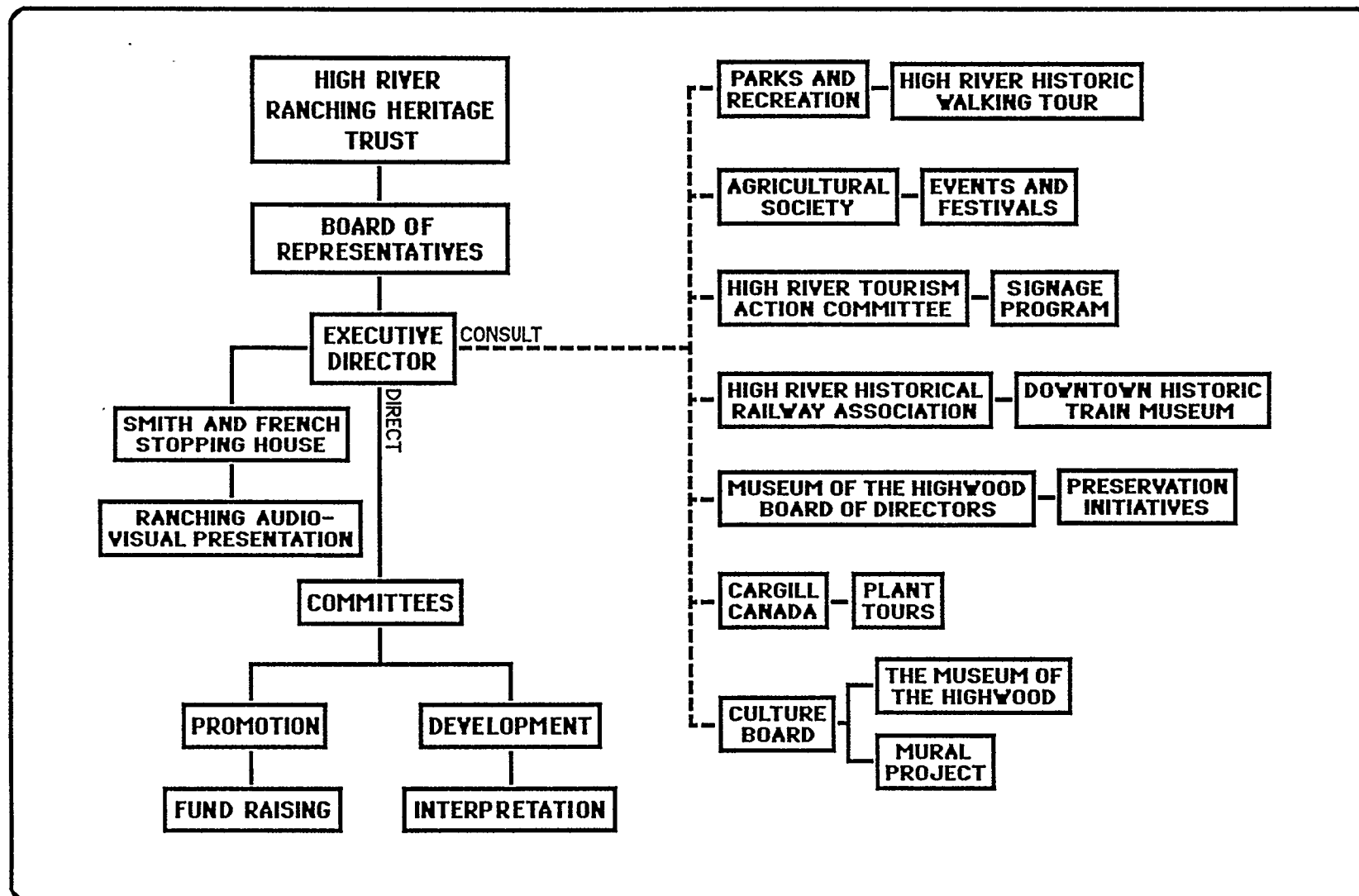CULTURE BOARD — THE MUSEUM OF THE HIGHWOOD / MURAL PROJECT

| Figure 5.2 | Administrative Structure for Management of Cultural Tourism Development Strategy. |

66

- establishing, implementing, and reviewing fund raising programs;
- establishing, implementing and reviewing promotional programs; and
- organizing volunteer services.

The High River Ranching Heritage Trust will have a staff funded out of its own financial resources, as well as personnel tied to a particular government work program. In other cases, municipal government employees may be made available to assist in a particular area of the development strategy. All employees and volunteers will be under the direction of an Executive Director. The size of the Trust staff will be determined by several factors: the amount of money realized, the scope of operational commitments, and the degree to which government employees are made available to it. At a minimum, the Trust will consist of:

- a full-time Executive Director who will be responsible for the day-to-day activities of the Trust; and
- a part-time secretarial person.

As the Trust grows, there may be a need for additional staff but the objective will be to keep the organization lean and able to respond to differing financial situations.

FINANCING

Financing for the cultural tourism development strategy and the establishment of a charitable trust will come from a variety of sources (figure 5.3). It is unreasonable to expect that one level of government or one program will assume complete responsibility for the capital cost to implement this strategy. Thus, cooperative cost-sharing ventures between the private sector, the public sector, and groups and organizations for the preservation of heritage resources will be required.

The private sector will be responsible for the provision of much of the tourism infrastructure needed to accommodate and feed the visitor, as well as some of the activities and attractions to maintain their interest (e.g. plant tours, saddle making demonstrations, etc.). The public sector will be enlisted to fund the larger projects such as the ranching audio-visual presentation and the Smith and French Stopping House. Groups and organizations for the preservation of heritage resources will also make an important contribution. This contribution will be in the form of resource preservation initiatives (e.g. the protection and rehabilitation of important community landmarks) or in the provision of cultural tourism attractions (e.g. the downtown historic train museum).

IMPLEMENTATION PLAN

The cultural tourism development strategy outlined below will be carried out over an eight year planning period to recognize

FINANCIAL RESOURCES		
PRIVATE SECTOR	**PUBLIC SECTOR**	**NON-PROFIT SECTOR**
Sponsorship	Grants	Donations
Donations	Community Tourism	Bequests
Bequests	Action Program	Friends' Organization
	Municipal Inventory	Alberta Cultural
	Assistance Program	Heritage Foundation
	Municipal Recreation/	Alberta Historic
	Tourism Areas Program	Resources Foundation
	Museum Assistance	Dovonian Foundation
	Program	Stockman's Memorial
	Tourism Events Promotion-	Foundation
	al Assistance Program	Wild Rose Foundation

LABOUR RESOUCES		
PRIVATE SECTOR	**PUBLIC SECTOR**	**NON-PROFIT SECTOR**
Secondments	Secondments	Secondments
	Alberta Business and	Community Service
	Community Development	Groups: Kinsmen,
	Program	Lions Club, Path-
	Alberta Training Program	finders, Etc.
	Alberta Youth Employment	Friends' Organization
	and Training Program	
	Priority Employment	
	Program	
	Senior Citizens Tourism	
	Employment Program	
	Student Temporary	
	Employment Program	

Figure 5.3 Probable Sources of Funding and Labour.

both existing financial realities and the need for human resource development. For a detailed analysis of potential impacts - economic, environmental and social; cost potential; and funding

emphasis, consult figure 5.4. This implementation plan can be revised, if changing conditions and unforeseen circumstances dictate new directions.

PHASE ONE

The first major objectives will be:

- To adopt the cultural tourism development strategy as outlined in this document; and
- to acquire financing for the establishment of a charitable trust and the implementation of the cultural tourism development strategy.

Other goals and objectives will include:

- The initiation of interpretive programs and projects utilizing local volunteers and workers employed under a government work program;
- the initiation of historic preservation programs and projects utilizing local volunteers and workers employed under a government work program;
- the initiation of a research program to gather information for interpretive programs and projects and to create a data base for the future; and
- the publication of an investment guide outlining private sector investment opportunities in tourism related businesses.

PHASE TWO

Goals and objectives during phase two will include:

- The initiation of a full-scale promotional program (e.g. advertising, personal selling, publicity, etc.);

TOURISM INFRASTRUCTURE/PROMOTION

	PHASE	SOCIAL	ECONOMIC	ENVIRONMENTAL	COSTS	FUNDING EMPHASIS
Community Tourism Signage Program	2-4	1	1	0	2	M/P
Community Tourism Investment Guide	1	1	2	0	1	M
Cultural Tourism Marketing Program	2-5	X	2	0	3	M/R

EXISTING ATTRACTIONS

	PHASE	SOCIAL	ECONOMIC	ENVIRONMENTAL	COSTS	FUNDING EMPHASIS
High River Historic Walking Tour	1-2	2	1	0	1	M/N
High River Historic Train Museum	2-4	2	2	0	4	N/P/F
Medicine Tree Memorial Interpretive Program	1	1	0	0	1	N/M
The Museum of the Highwood	1-3	1	1	0	2	N/M/P
Saddlery Operations – Unique Shopping Guide	1	X	1	0	1	Pr

POTENTIAL ATTRACTIONS

	PHASE	SOCIAL	ECONOMIC	ENVIRONMENTAL	COSTS	FUNDING EMPHASIS
Ranching Audio-Visual Presentation						
Slide Presentation	1	2	1	0	1	T/M
Cinematic Production	2	2	2	0	3	T/M/P
Smith and French Stopping House	2	2	2	2	4	N/M
High River Mural Project	1-3	2	2	0	3	N/M/P
Cargill Plant Industrial Tours	2-3	1	1	0	4	Pr
Ranching Circle Tours						
Driving Tour	2-4	1	2	-1	4	Pr/M/R/P
Cycling Option	3-4	1	1	0	X	Pr/M/R/P

HISTORIC PRESERVATION INITIATIVES

	PHASE	SOCIAL	ECONOMIC	ENVIRONMENTAL	COSTS	FUNDING EMPHASIS
Community Education Programs	1	1	0	0	1	N/M/P
Legislative Controls	2	2	X	0	1	N/M
Economic Incentives	2-4	2	1	0	4	N/M/P

a) The impact scale represents an overview assessment by the author. More detailed impact assessments for each item will be required prior to development.

b) Costs identified represent minimal development as anticipated by the author. Actual cost will depend on specific development requirements.

PHASING	POTENTIAL IMPACTS[a]	COST POTENTIAL ORDER OF MAGNITUDE[b]	FUNDING EMPHASIS
1 Phase One	2 Significantly Positive	1 Minor – Under $5,000	Pr Private
2 Phase Two	1 Positive	2 Moderate – $5,001 – $25,000	T Trust
3 Phase Three	0 No Impact	3 Major – $25,001 – $100,000	N Non-profit Org.
4 Phase Four	-1 Negative	4 Mega – Over $100,000	M Municipal
5 Phase Five	X Unknown	X Unknown	R Regional
			P Provincial
			F Federal

Figure 5.4 | Summary of Preliminary Impacts and Order of Magnitude Costs for Selected High River Tourism Initiatives.

- the initiation of public infrastructure improvements (e.g. increased parking, new signage, street repairs, etc.) by the Town and the Province;
- the implementation of training programs for the hospitality industry;
- the continuation of fund raising and research efforts;
- the upgrading of interpretive programming; and
- the continuation of historic preservation initiatives.

PHASE THREE

Goals and objectives during phase three will include:

- the improvement of visitor services (e.g. accommodation, food, and retail opportunities) by the private sector; and
- the upgrading of interpretive programming. By the end of this phase, the interpretive program will be well underway and could include an audio-visual presentation on ranching, numerous murals depicting the community's and region's ranching heritage, and tours of the Smith and French Stopping House.

PHASE FOUR

Goals and objectives during phase four will include:

- The redirection of fund raising efforts away from financing capital projects to subsidizing operating costs; and
- the completion of interpretive programming. At this point, the cultural tourism development strategy will be operating at a satisfactory level and will be in a position to offer the visitor an interesting interpretive experience and quality services.

PHASE FIVE

The cultural tourism development strategy's goals and objectives will be monitored and reviewed on an ongoing basis.

CONCLUSIONS

This chapter proposes the establishment of a charitable trust. This trust will operate for the sole purpose of implementing the cultural tourism development strategy outlined in this document. To be truly successful, the trust will require strong commitment and leadership from within and the support of the community. The trust must be seen as accessible to the public, and must involve them in the planning, development, and implementation stages. Given the cost of many of the cultural initiatives and tourism infrastructure improvements, the strategy will require the partnership of the public, private, and non-profit sectors. Additionally, the strategy will be implemented in phases to recognize existing financial realities and the need for human resource development.
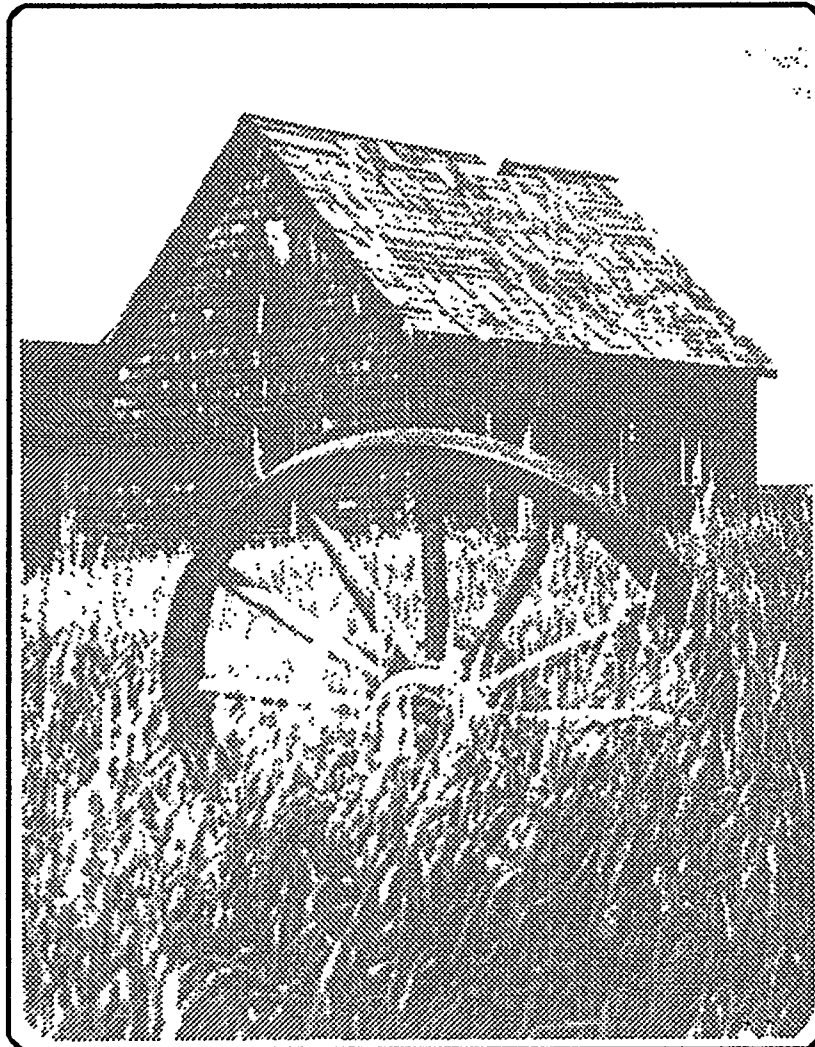
APPENDICES

APPENDIX A: REGIONAL CULTURAL TOURISM ATTRACTIONS RELATING TO RANCHING

The following are some of the cultural tourism attractions relating to ranching that form a part of the regional circle tours. All attractions are keyed to a map outlined in figure 4.3. In some cases, the attractions presented are only in the proposal stages of development.

Historic Working Ranch

Several ranches in the High River area are being studied to ascertain the feasibility of developing a historic working ranch. Parks Canada has investigated the following ranches: Bar U, E.P., Flying E, Glengarry '44, and Oxley. Of these ranches, the Bar U has received the most attention (Alberta-Parks Consultative Committee, 1985). This ranch has a number of intact, historically significant structures; a pastoral setting; and a significant history. Such notable ranching personalties as Pat Burns, George Lane, Fred Stimson, and John Ware are associated with the Bar U. Alberta Culture has also expressed interest in the development of a historic working ranch in the area. Most of their attention has been focused on a joint venture with Parks Canada or failing this, the development of the Seven U Brown Ranch near Pekisko.

The historic working ranch will consist of a headquarters site and a surrounding buffer zone. The headquarters site will

contain a number of historically significant ranching structures in a landscape similar to that experienced by the first ranchers. These historic structures can be rehabilitated and can house interpretive exhibits and visitor facilities. The buffer zone can be leased back to the owner who can continue his or her ranching operation. This blend of traditional historic park environment with modern ranch activities (real life handling of livestock, feed storage, maintenance of equipment, etc.) will maximize the quality of the visitor experience (Alberta Ranch National Historic Site Memorandum, 1986).

John Ware Cairn

John Ware was one of Alberta's most famous and popular cowboys. An American who had come to Alberta from Fort Worth, Texas, he was an outstanding bronc rider and cattleman and had a reputation for "built-in-fearlessness and fairness" (Alberta Culture, 1988: 5). His exploits inspired the book by MacEwan, John Ware's Cow Country. In 1970, a cairn was erected out of respect for this man, at his original homestead site at the confluence of John Ware and Sheep Creeks near Kew.

Old Women's Buffalo Jump

One of the better known buffalo jumps is situated near Cayley. Hidden beneath a lush grass growth fed by many tones of decaying bones, it was missed by fertilizer diggers and came to light only in 1952 when a flash flood excavated a deep gully through the site and spread a mass of bones across the prairie. A sample of burnt bone from one of the lower levels excavated to date produced a radiocarbon date of A.D. 120, and it seems likely that the jump had been used from before the time of Christ until shortly before the arrival of the first 'white' explorers to the area (McGhee, 1982: 14 & 16). At present, the site is in its natural state, save some isolated excavation pits. Since an interpretive facility describing the kill process and native way of life already exists at Head-Smashed-In Buffalo Jump, interpretation at this jump site should be limited to roadside interpretive panels and a visitor's guide keyed to a controlled access walking path.

Tom Bews High Country Ranch

This ranch provides the participant the opportunity to experience rodeo action in an intimate setting. An indoor arena with a seating capacity of approximately 200, facilitates such rodeo events as bare back riding, calf roping, saddle bronc riding, and steer wrestling. Chuckwagon lunches and musical entertainment can also be arranged. This tourist attraction caters to bus companies, and must have a minimum of 30 participants to be operational. It is does not encourage drop-ins and thus will not form a part of the cycling or private vehicle circle tours.

APPENDIX B: DESIGN GUIDELINES: APPLICABILITY AND IMPLEMENTATION

A common approach to the design of new buildings is "indifferent intervention." This approach is perhaps more correctly viewed as a lack of approach, in that it does not respond to the environment around the building. There is in the design no rapport, no exchange, or sympathy with neighbouring buildings. The chances of producing an indifferent yet successful building are very remote. Unfortunately, much of the development occurring in High River is indifferent at best. For this reason, it is recommended that design guidelines be developed and implemented to enhance and protect the unique character and charm of High River.

There are a number of things design guidelines for High River can do, and some things they cannot do.

Design guidelines can:

- help preserve the character of High River and protect its visual aspects;
- improve the quality of development and growth;
- increase public awareness of design issues and options;
- indicate which approaches to design a community encourages and which it discourages;
- protect the value of public and private investment, which might otherwise be threatened by the undesirable consequences of poorly managed growth;

- provide an objective basis for the decisions of an Approving Authority; and
- serve as a tool for designers and their clients to use in making preliminary design decisions.

Design guidelines cannot:

- control how space within a building is used. They deal only with the exterior, visible portions of buildings.
- guarantee that all new construction will be compatible with the existing streetscape. Guidelines can only guide, leaving the final results in the hands of the people responsible for following the directions they set. They can put up barriers that block the worst sorts of insensitive design, but they can do little to guarantee the creativity that is essential to the best sorts of sensitive design.
- limit growth, or regulate where growth takes place. They address only the visual impact of growth. Growth itself is an issue that must be separately addressed.

There are several resource books that should be consulted prior to developing design guidelines for High River. Two resource books of particular note, are: Garnham's Maintaining the Spirit of Place and Green's Good Neighbours: Building Next to History. (Consult bibliography for complete reference information.) These two resource books were recently used to draft a set of design guidelines for the downtown of High River. These design guidelines are part of a larger report entitled: Action for High River: Development Strategies for the Downtown. While the design guidelines suggested will provide an excellent starting point, they should not be used, as there was no citizen involvement in their drafting. Ideally, design guidelines should be

drawn up by the local citizenry with the assistance of a qualified architect or similarly competent professional. This will ensure that the design guidelines generated are as truly representative of the community as can be.

Once design guidelines have been developed for High River, they can be implemented in a variety of ways. The four key ways are as follows.

1. In their simplest form, design guidelines are merely a compilation of desirable design considerations in an idea book, and their use is entirely voluntary. They make suggestions about the ways to safeguard visual quality that designers and developers may find helpful but that they need not follow.

2. At the next level, the suggestions made in the design guidelines are endorsed by a civic organization. If the sponsoring group plays an active role in supporting the guidelines, perhaps by printing and distributing them to the public, the chances of gaining public acceptance and cooperation improve, so does the possibility of bringing public pressure to bear on designers and developers.

3. The strongest endorsement is one from the Town. Local government can strengthen its advocacy by requiring that all public construction and renovation adhere to the standards established in the design guidelines.

4. The final means will entail the use of guidelines as design criteria to be used by an Approving Authority under a discretionary use of the Land Use Bylaw. This will be the most effective method of ensuring compliance with the guidelines but can be seen as too restrictive by developers.

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