



: Parc: da Cana





Tourism Decision-Making at Parks Canada

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PARKS CANADA GLANCE





7,000 km
TRAILS



PARKS CANADA

person-visits per year





850,000 occupied nights per year

billion budget





dedicated employees

an unlimited number of experiential opportunities...



A little bit of history...

- 1885: First National Park established (Banff)
- 1911: Birth of "Parks Canada"

Let's skip a few years...

- 2005 2006: Creation of the External Relations and Visitor Experience Directorate (ERVE)
- 2006 2007: First implementation of a market-based approach (Explorer Quotient)
- 2012: First National ERVE Strategy (On Target)
- 2017: Canada 150
- 2018 2019: Second National ERVE Strategy



Places we manage or co-manage





Our Mandate

On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure their ecological and commemorative integrity for present and future generations.



The Visitor Experience Program in the context of Parks Canada's Mandate

The Visitor Experience Program provides a strategic planning, product development, operations and evaluation framework to deliver on the following aspects of Parks Canada's mandate.



On behalf of the people of Canada, we protect and <u>present</u> nationally significant examples of Canada's natural and cultural heritage and <u>foster public</u> <u>understanding, appreciation and</u> <u>enjoyment</u> in ways that ensure their ecological and commemorative integrity for present and future generations.





The Visitor Experience Program at a Glance

Parks Canada
establishes and
maintains a suite of
strategic documents
to orient the
planning,
development and
delivery of the
Visitor Experience
program as per
Parks Canada's
Mandate.

Parks Canada
establishes and
maintains a
planning process for
each place to plan
for their Visitor
Experience as per
the Agency's
Strategic and Policy
Framework.

Parks Canada
develops local and
national Visitor
Experience products
(activities,
infrastructure and
facilities,
interpretation) as
per the result of the
planning process.

Parks Canada delivers the Visitor Experience products. Parks Canada measures the efficiency of its
Visitor Experience program to influence the strategic and planning framework.











VE Strategic Framework

VE Planning

VE Product Development

VE Operations

VE Evaluation



The Visitor Experience Strategic Framework

Parks Canada's "Places
Framework"*
categorises each place
according to their
expected Visitor
Experience level of
service, both for their
"Core Offer" and their
"Value Added" offer.

The national "On Target

Strategy"* sets the
primary goals and
targets for the Visitor
Experience and
External Relations
programs, and
proposes common
tactics to achieve
them.

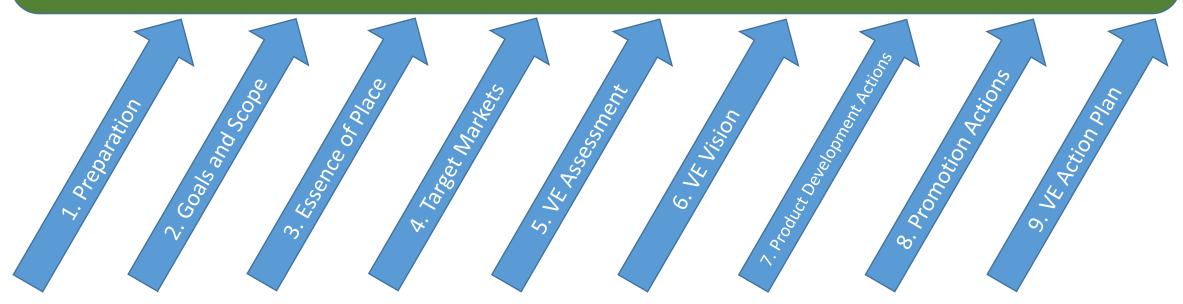
The "Visitor Experience
Cycle" is the backbone
of the Visitor
Experience program as
it outlines the
sequence of steps
through which visitors
go when visiting a
Parks Canada place.

* Under Review



The Visitor Experience Planning Framework

The <u>Visitor Experience Strategy</u> (VES) is Parks Canada's nine (9) step, place-specific, planning methodology for all aspects of the Visitor Experience. The VES aims to define the product development and promotion actions that will contribute to achieving a Parks Canada place's goals on a 3 to 5 year horizon. It can be applied and scaled to any National Park, National Historic Site, National Marine Conservation Area or National Urban Park's size or complexity. It takes a market-based approach that accounts for every step of the Visitor Experience Cycle.





Developing VE Products: Infrastructure Projects

Visitor Experience Infrastructure projects are assessed through a suite of Standards, Guidelines,
Product-Specific Planning Tools and other Policy Instruments.
Below are two examples of how Visitor Infrastructure are developed or renovated at a specific place.

Backcountry Trails Development or Renovation Example

Trail Work identified in Action Plan as per VES.

Project Assessed against <u>Parks</u>
<u>Canada's Trails</u>
<u>Principles</u>.

Project Planned as per <u>Parks Canada's</u>
<u>Trails Planning</u>
<u>Tool</u>.

Project Submitted for Funding and assessed by other Functions.

Project Designed and Executed.

Trail integrated in Operations.

Frontcountry Campground Development or Renovation Example

Campground Work identified in Action Plan as per VES.

Project Assessed against and Planned with Parks Canada's Frontcountry Campground Design Manual. for Funding and assessed by other Functions.

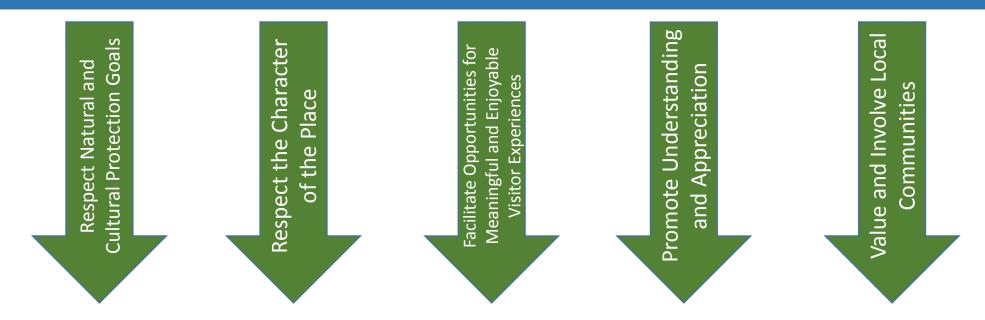
Project Designed and Executed.

Campground integrated in Operations.



Developing VE Products: Recreational Activities and Special Events

Recreational Activities and Special Events are assessed against 5 principles before being allowed nationally or at a specific place.



When an activity or event is deemed to be in line with all 5 principles at the national level, guidelines are prepared for its implementation following an assessment at a specific place.



Developing VE Products: Interpretation

Visitor Experience Interpretation programs are developed using a <u>product-specific planning tool*</u> that aims at defining the intersection between visitors' needs and interests and the place's thematic framework.



Place's Thematic Framework

This intersection represents the best opportunity both for interpretation themes and techniques / tactics.

Interpretive programs are also being designed and delivered with Indigenous peoples in order to enable them to tell their own story.

* In development.



Visitor Experience Operations and Service Delivery

The Visitor Experience program is delivered in ways that **foster public understanding, appreciation and enjoyment** and that favour respect of Ecological and Commemorative Integrity.

1

The <u>Parks Canada</u>
<u>Brand</u> ensures
visitors are aware
and conscious
they are in a
protected place.

The Parks Canada
Service Standards
ensure staff are
interacting with
visitors in ways
that favour
meaningful and
respectful
experiences.

The Compliance
and Law
Enforcement
programs ensure
measures are in
place to
encourage
behaviours that
favour respectful
experiences.

The <u>Visitor Safety</u>
<u>program</u> ensures
risks to which
visitors are
exposed when
practicing
activities are
mitigated.

The <u>Visitor</u>
<u>Experience</u>
<u>systems</u> that are in place help
Parks Canada anticipate and manage demand throughout its system.



Visitor Experience Evaluation

Parks Canada
is actively
monitoring
various
metrics to
measure the
efficiency of
the Visitor
Experience
program.

Visitor Attendance

Visitor Satisfaction, Connection, Enjoyment and Leaning

Market Analysis

Awareness & Support Tracking

The National
Strategic
Framework is
informed by
the
monitoring
results.

The placespecific
Visitor
Experience
Strategies
(VES) are
informed by
the renewed
National
Strategic
Framework.

The Visitor
Experience
Action Plans
(VE Product
Development
and
Promotion
actions) are
informed by
the renewed
VES.



The Trail Example

- Trails Principles
- Trails Categories and Classification
- Origin of a Trail Project
- The 3 Stages of a Trail Project
- Illustrating the Example

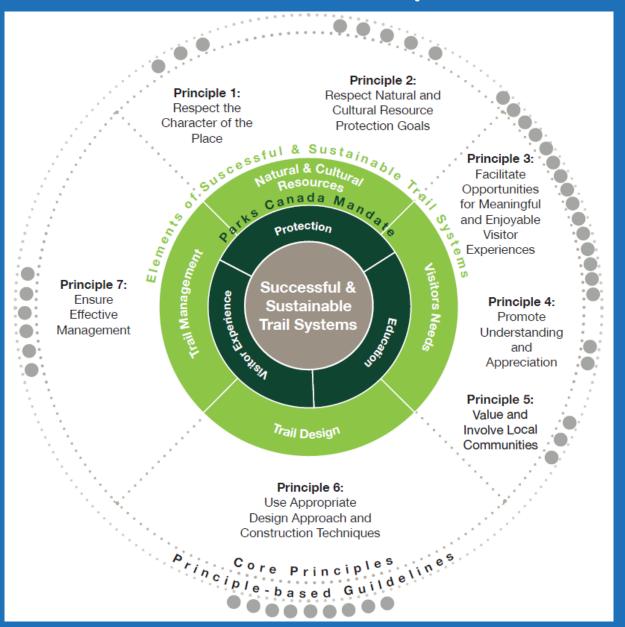




Trail Principles

7
Core Principles

[What we want the trail system to achieve]



42 •

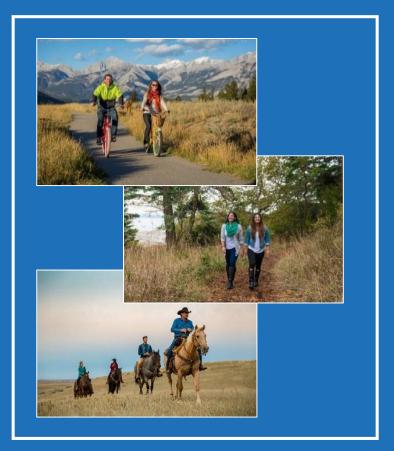
Principle-based guidelines

[How it can be achieved]

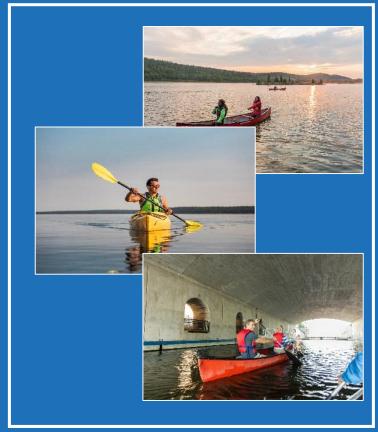


Trail Categories

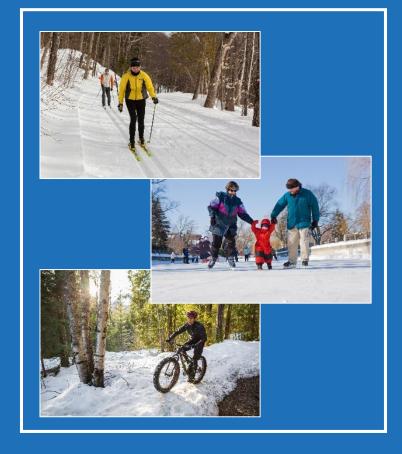
Land-Based



Water-Based



Winter-Based





Spectrum of Land-Based Trails











Developed

Easy

Natural Tread

Difficult

Not developed

Very difficult



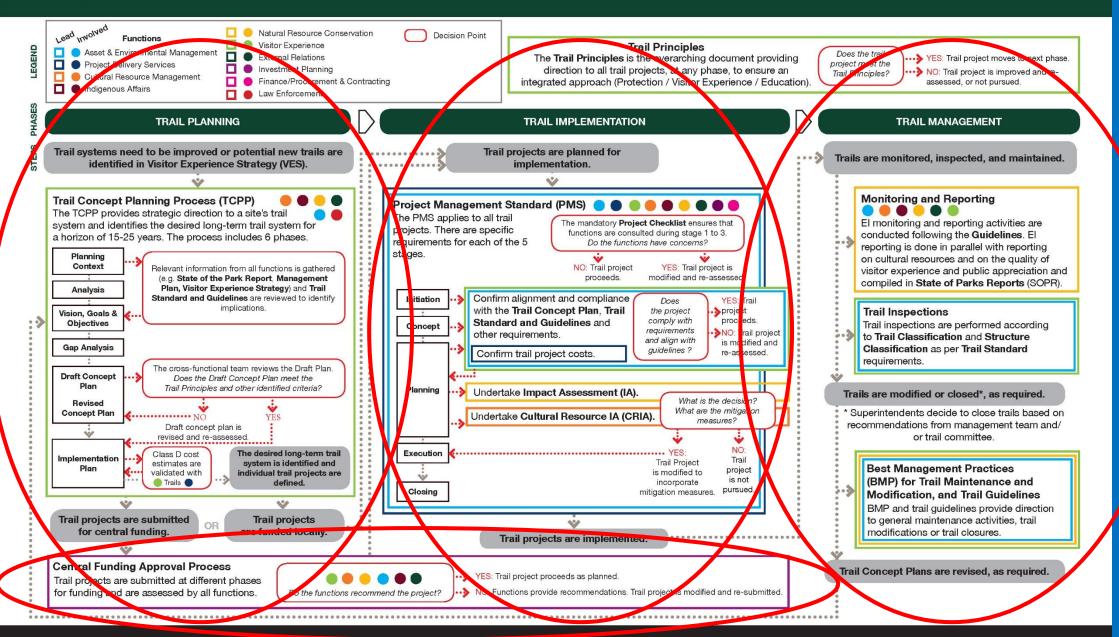
Origin of a Trail Project

- As per a Visitor Experience Strategy
- As per a Trail Inspection
- As per Ecological Integrity Monitoring



- Build new Trail
- Fix existing Trail (re-route, re-purpose, etc.)
- Close a Trail







Example. Fundy National Park, Multi-Use Trail Network, 2016 - ongoing

Example #1 shows the Parks Canada trail development process being used for planning, implementaiton and management. The result is a network of multi-use trails that considers El and Cl and also the visitor experience, long term management and required resources.

TRAIL PLANNING

TRAIL IMPLEMENTATION

TRAIL MANAGEMENT

- Fundy NP Management Plan identifies need to improve trails and/or potential for new trails.
- Trail Concept completed in 2010 facilitated by Trails Team:
 - Trail vision statement, goals, objectives and priorities created,
 - Trail concept reviewed by cross-functional team (Visitor Experience, Asset Management, Natural Resource Conservation, Enforcement, management and FUS) that approved concept plan,
 - All EI and CI considerations implemented; meets Trail Principles.
- The desired long-term trail system is identified and individual trail projects are defined.
- Projects focus on creating multi-use trail experiences, creating a mountain bike trail network, and improving existing trails.
- Trail projects are submitted for central funding in 2016 and approved.
- El and Cl reviews considered for all submitted projects.
- Funding approved, trail projects move to implementation phase.

- Fundy NP works with Trail Team and engages Project Delivery Services and Public Service and Procurement Canada in order to properly plan for implementation of approved trail projects.
- Project Management Standards are applies to all trail projects:
 - Parks Canada trail standards and guidelines are consulted and used,
 - Impact Assessments and Cultural Resource Impact Analysis completed.
- All El and Cl consideration and requirements implemented.
- Trail projects are implemented.
- Trail contractor hired to develop detailed trail designs and to construct/modify trails:
 - Trail work includes: mountain bike ride centre incorporating modified existing trails (White Tail, Tippen Lot and Maple Grove), road-to-trail conversion of former campground roads, pump track, relocation of the Goose River Trail and reclamation of the former trail, new trail joining to the Fundy Footpath.
- All trail work reviewed by cross-functional team (Trail Team, Visitor Experience, Asset Management, Natural Resource Conservation, Enforcement, management and FUS) on a continual basis.
- All EI and CI consideration and requirements implemented during implementation.
- Result: approximately 40 km's of improved trail to create a better experience, a more sustainable footprint and to require less resources.
 - Approximately 35 km's of existing trails modified,
 - Approximately 5 km's of former campground road converted to trail,
 - o Pumptrack, 250 m of different loop options.
 - Facilities for visitors (washroom, bike repair stand, bike wash, signage, shelter building with cooking),
 - Equipment and training for PC trail staff.
- All work completed by 2018 to satisfaction of PC.
- Trail projects move to management phase.

- Starting in 2018 tails are being monitored, inspected and maintained:
 - All monitoring and reporting will be conducted following PC guidelines; including EI and CI monitoring,
 - Trail Inspections and reports will be conducted according to the PC Trail Classification system and the PC Trail Standard.
- All trail maintenance and trail repairs (modification, reroutes, and closure) will follow the BMP for Trail Maintenance and Modification, and PC trails standards and guidelines.
- Ongoing trail management will determine:
 - o If the trails are meeting the needs of the visitors,
 - The potential impacts that the trails are having on EI and CI.
 - The amount of resources required to manage the trails.
 - If additional trails and/or trail based infrastructure is needed,
 - Other possibilities,
 - If trails need to be closed (temporarily, due to conditions, or permanently).
- Additional trail project are approved and implemented and/or Trail Concept is revised as required.

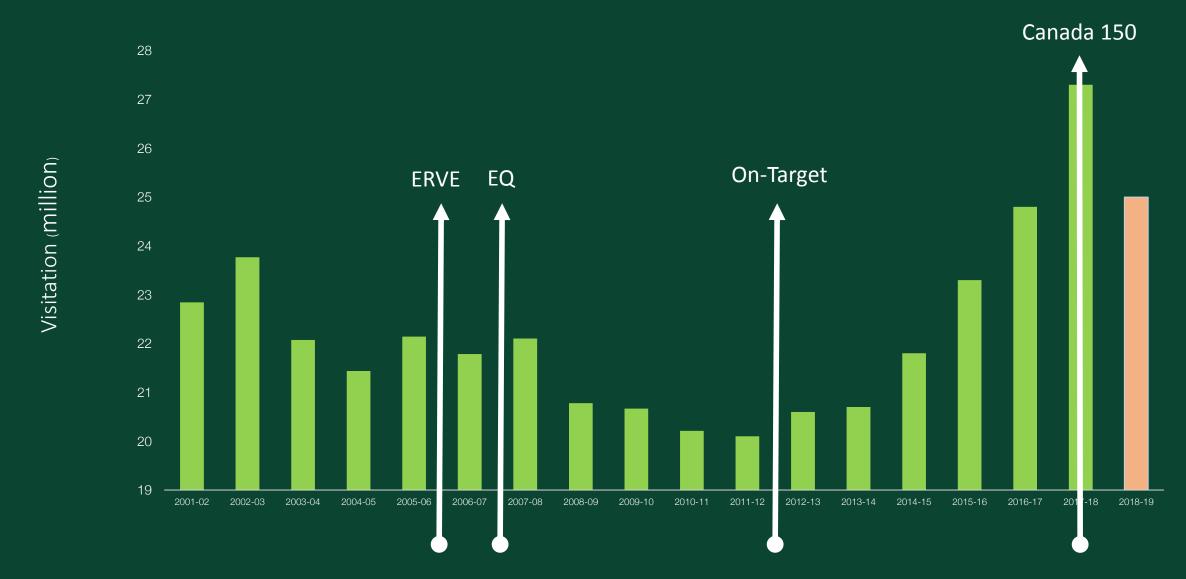


Results & Economic Impact

- Visitation
- Revenues
- Awareness
- Support
- Economic Impact

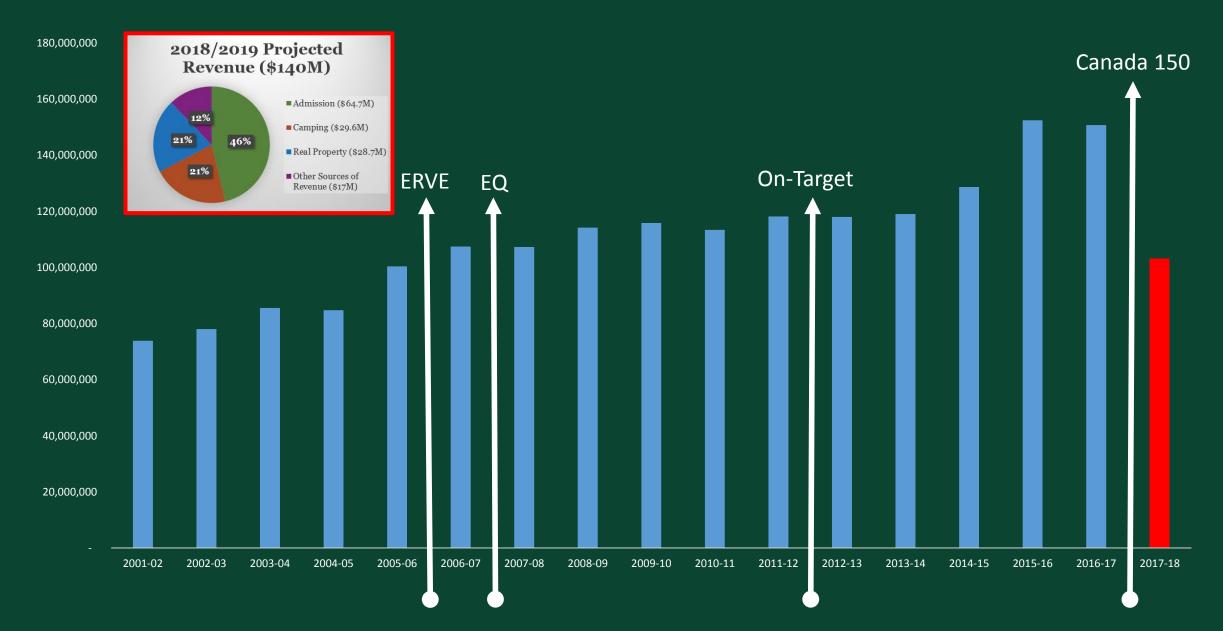


Historical Visitation – 2001 to current year





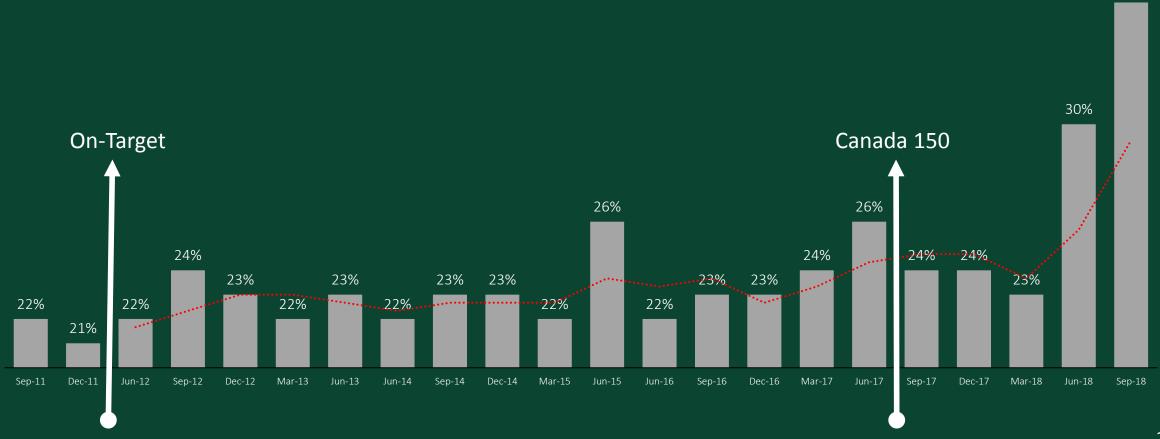
Historical Revenues – 2001 to current year





Unaided awareness

Can Canadians name the organization responsible for protecting national parks and national historic sites?

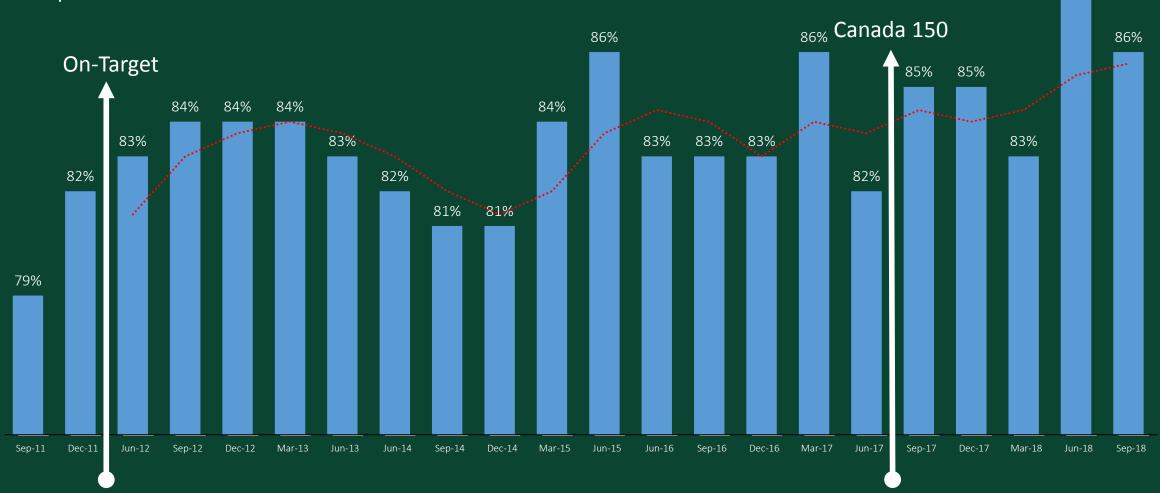


35%



Total awareness

Proportion of Canadians that can name or have heard of Parks Canada



88%



Support PCA mandate / activities



89%

89%



The Economic Impact

Parks Canada is present in hundreds of communities across Canada and contributes billions to the Canadian economy annually.

Overview of Parks Canada's impact:

\$4.1B

Contribution to GDP

40,469

Jobs (FTEs) supported

\$2.6B
Labour Income

\$549M

Taxes revenue for governments Tourism (visitor spending) is the MAIN driver of our overall impact. It represents:

- 65% of the GDP contribution
- ➢ 60% of the labour income generated
- > 71% of the jobs supported
- > 85% of the tax revenue generated



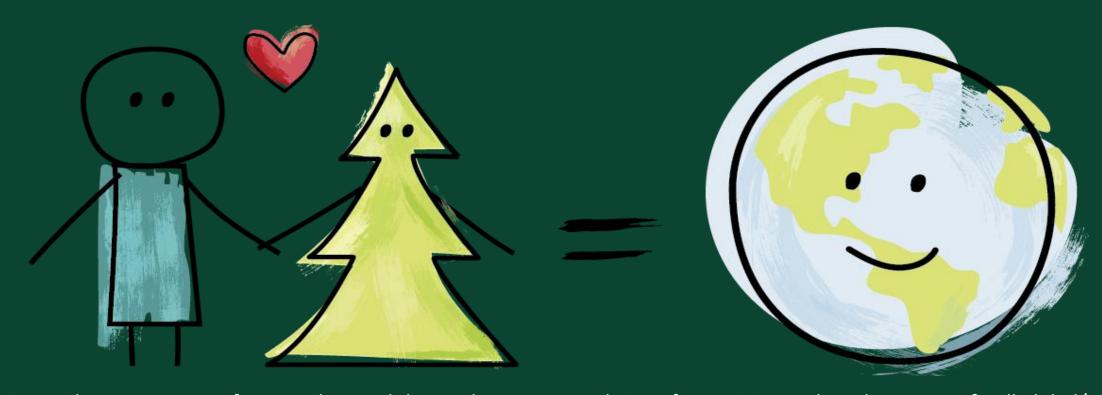
Visitor Experience Decision-Making - Summary

- The Visitor Experience program is based on a market-based strategy that is common to all Parks Canada places.
- Visitor Experience is planned for at the local level, based on target markets and visitors' needs and it is designed in respect of Ecological & Commemorative Integrity.
- Infrastructure-based Visitor Experience products are subject to rigorous planning and policy frameworks, to the Impact Assessment process and to the Cultural Resource Management policy when being built or renovated.
- Interpretive Visitor Experience products support the "appreciation and support of conservation" goal.
- Activity-based Visitor Experience products are assessed as per 5 principles, including the respect of natural and cultural protection goals.
- The Visitor Experience program is delivered in ways that "foster public understanding, appreciation and enjoyment" and that favour respect of Ecological and Commemorative Integrity.
- The Market-Based approach has been successful at raising visitation and revenues.
- The Visitor Experience program has been successful at raising awareness, support and stewardship of Parks Canada places.





"People cannot care about what they have not experienced. Neither will they have much interest in paying the taxes or providing the political support which is necessary ... [to maintain national parks and national historic sites]...." [Alan Latourelle, Former CEO]



Connecting with Nature to Care for Ourselves and the Earth: Recommendations for Decision Makers: http://dianatureforall.global/why



Coming soon: "Working with others"

Instrument	Description
Co-Management	Joint management of a Heritage Place with one or more Indigenous Nation.
Consultation and Engagement	Engaging stakeholders groups and Indigenous Nations in our decision-making processes.
Contract	Goods and/or Services in exchange of financial resources.
Partnership	2 or more entities working towards a common goal with equal mutual benefits.
Realty Instrument	Use of land and/or facilities in exchange of a compensation to taxpayers.
Grant / Contribution	Support to a third-party without specific benefit to the sponsor.
Permit	Granting a privilege when certain conditions are meet.



