



Parks  
Canada

Parcs  
Canada

Canada



# Tourism Decision-Making at Parks Canada

Presented to the Global Wildlife Program, World Bank Group

By François Duclos, Visitor Experience Infrastructure Manager, December 12, 2018



Parks  
Canada

Parcs  
Canada

Canada

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NATIONAL  
**HISTORIC**  
SITES



# PARKS CANADA

at a  
GLANCE



**450,000 km<sup>2</sup>**

Area protected by  
Parks Canada



**7,000 km**  
**TRAILS**





# PARKS CANADA

at a  
GLANCE

25

million



**person-visits**

per year

12,000

**campsites**



billion of  
**assets**



850,000  
**occupied nights**

per year

\$ 1,25

billion

**budget**



5,000

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.



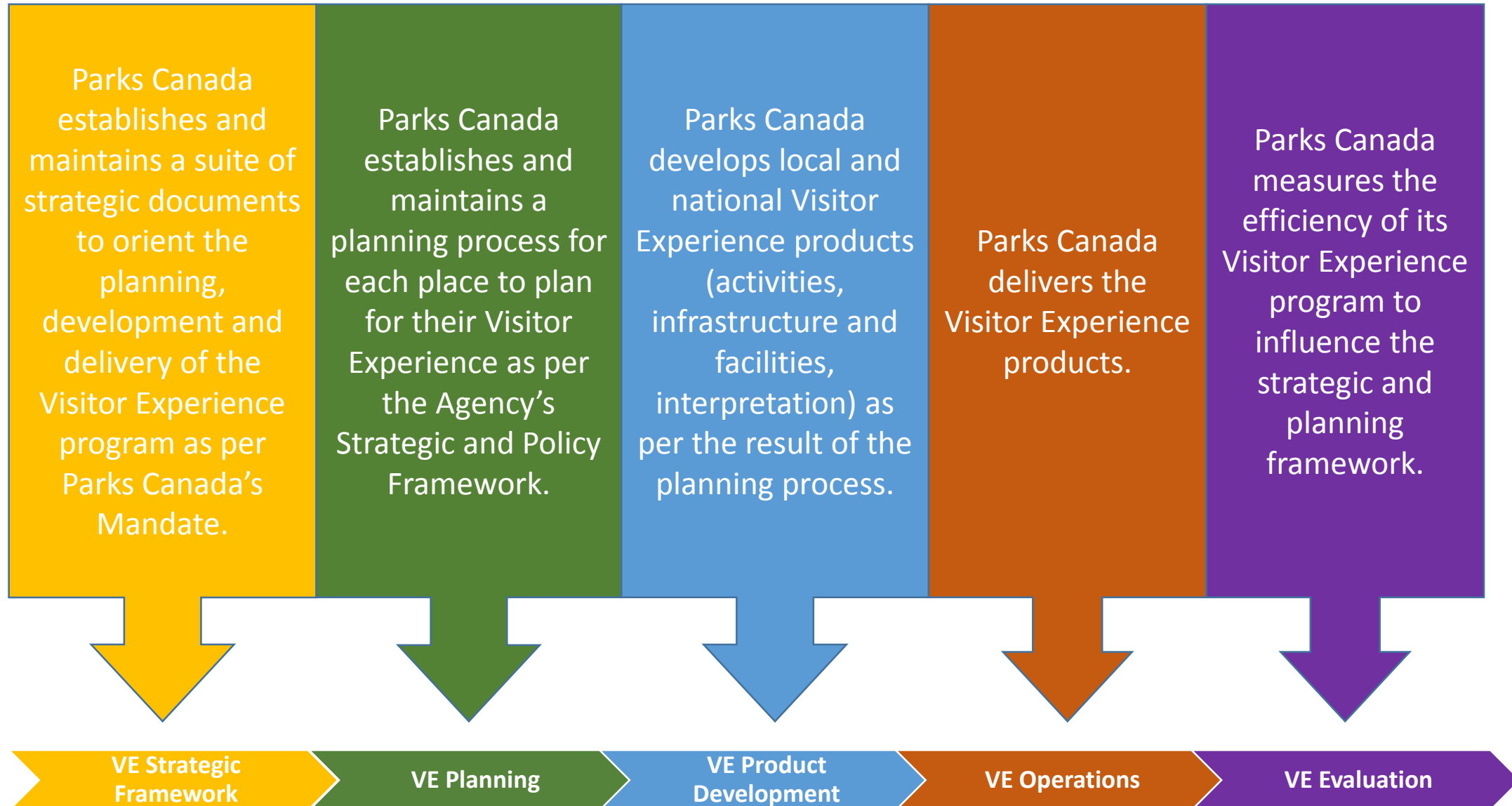
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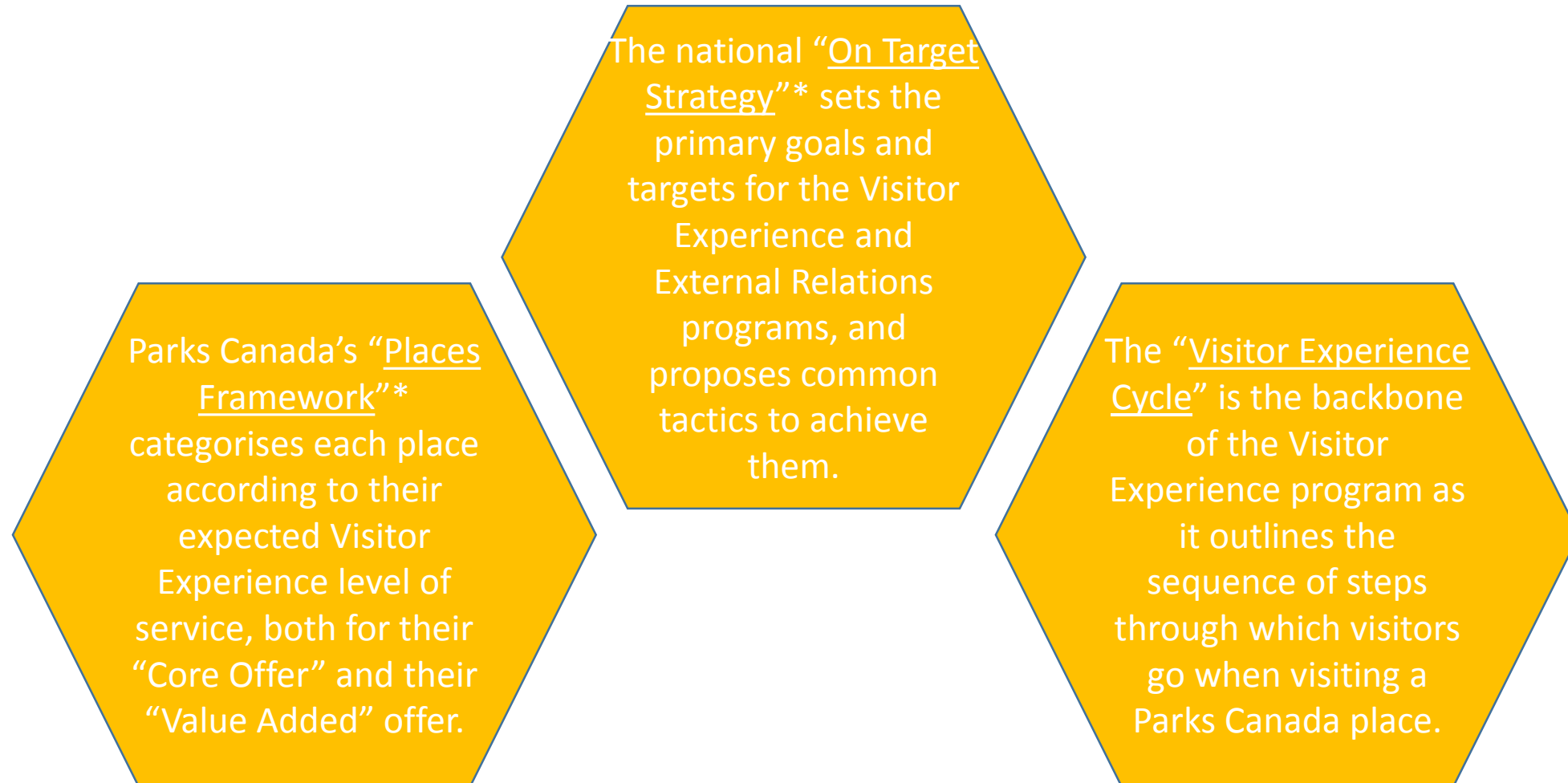


# The Visitor Experience Program at a Glance





# The Visitor Experience Strategic Framework



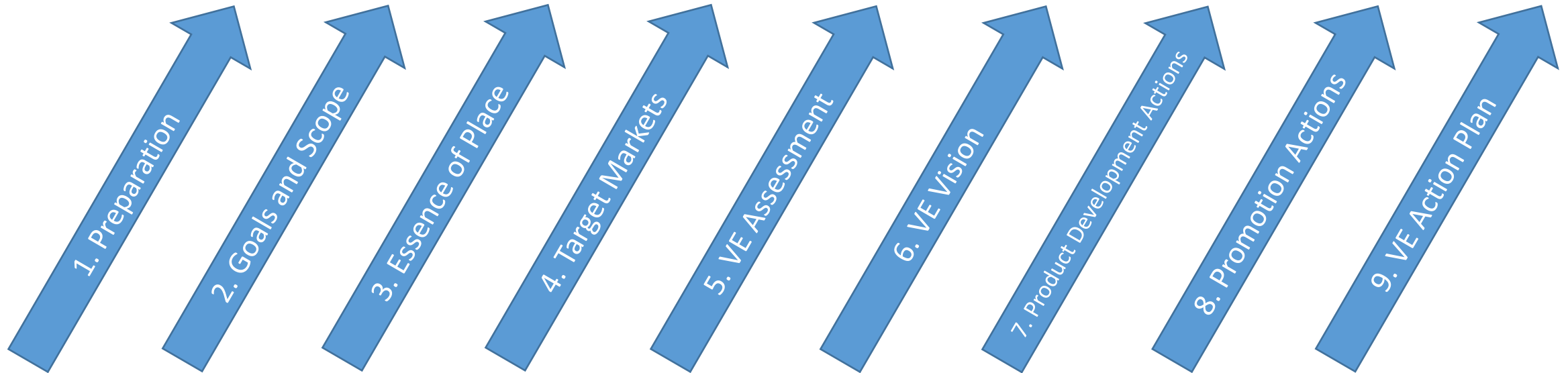
\* Under Review





# The Visitor Experience Planning Framework

The Visitor Experience Strategy (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.



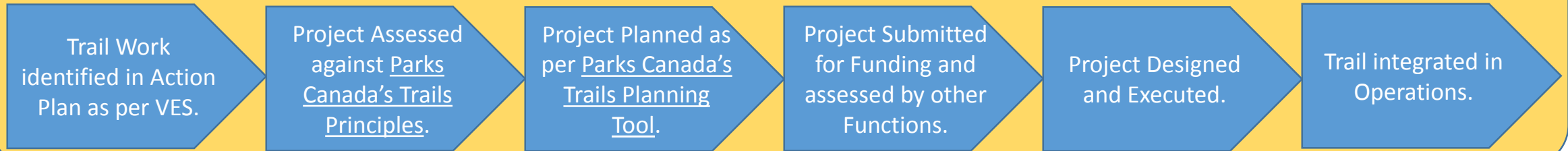




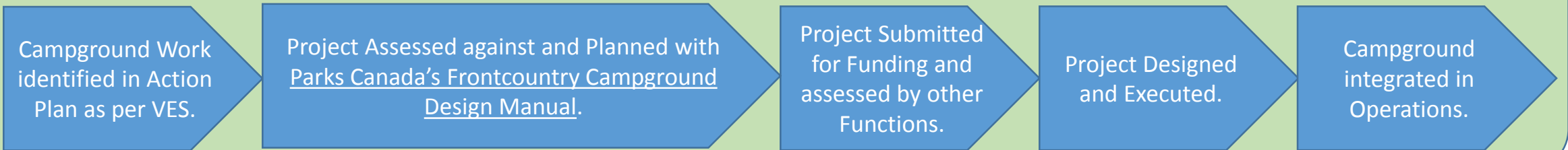
# Developing VE Products: Infrastructure Projects

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



## Frontcountry Campground Development or Renovation Example



VE Strategic  
Framework

VE Planning

VE Product  
Development

VE Operations

VE Evaluation



# 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.

Respect Natural and  
Cultural Protection Goals

Respect the Character  
of the Place

Facilitate Opportunities for  
Meaningful and Enjoyable  
Visitor Experiences

Promote Understanding  
and Appreciation

Value and Involve Local  
Communities

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.

VE Strategic  
Framework

VE Planning

VE Product  
Development

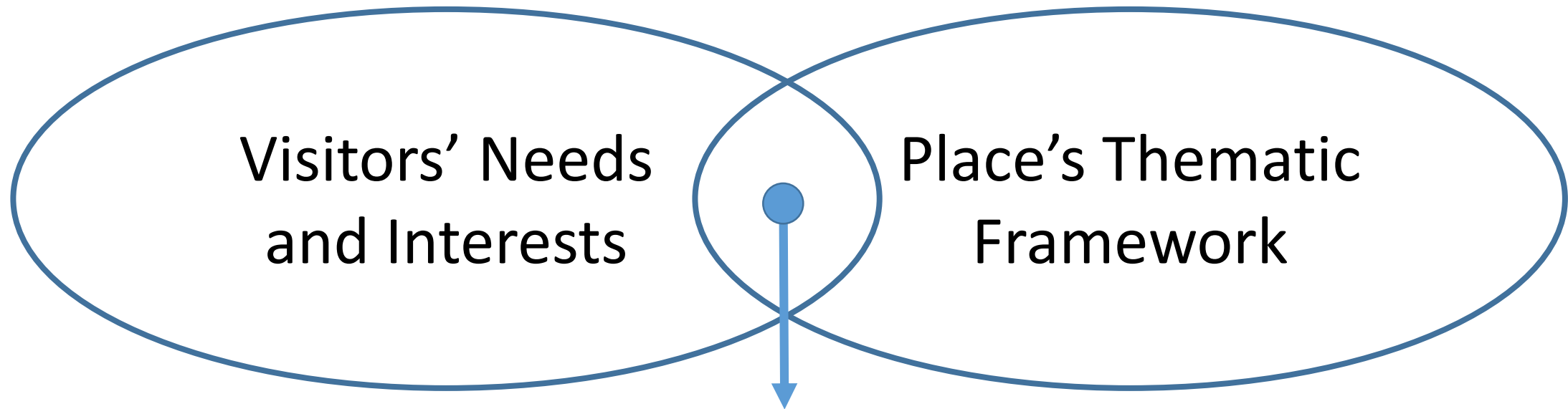
VE Operations

VE Evaluation



# Developing VE Products: Interpretation

Visitor Experience Interpretation programs are developed using a product-specific planning tool\* that aims at defining the intersection between visitors' needs and interests and the 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.

VE Strategic  
Framework

VE Planning

VE Product  
Development

VE Operations

VE Evaluation





# 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.



The Parks Canada Brand 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 Visitor Safety program ensures risks to which visitors are exposed when practicing activities are mitigated.



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

VE Strategic Framework

VE Planning

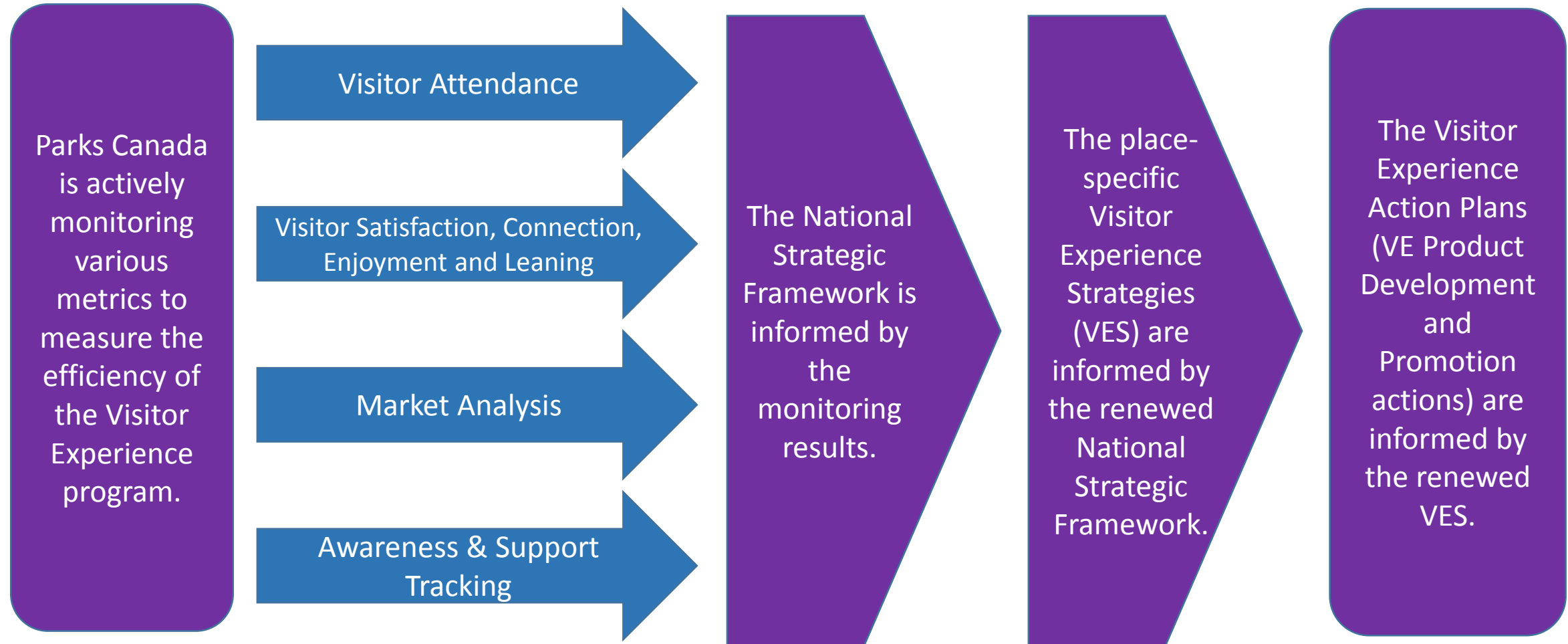
VE Product Development

VE Operations

VE Evaluation



# Visitor Experience Evaluation





# 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**



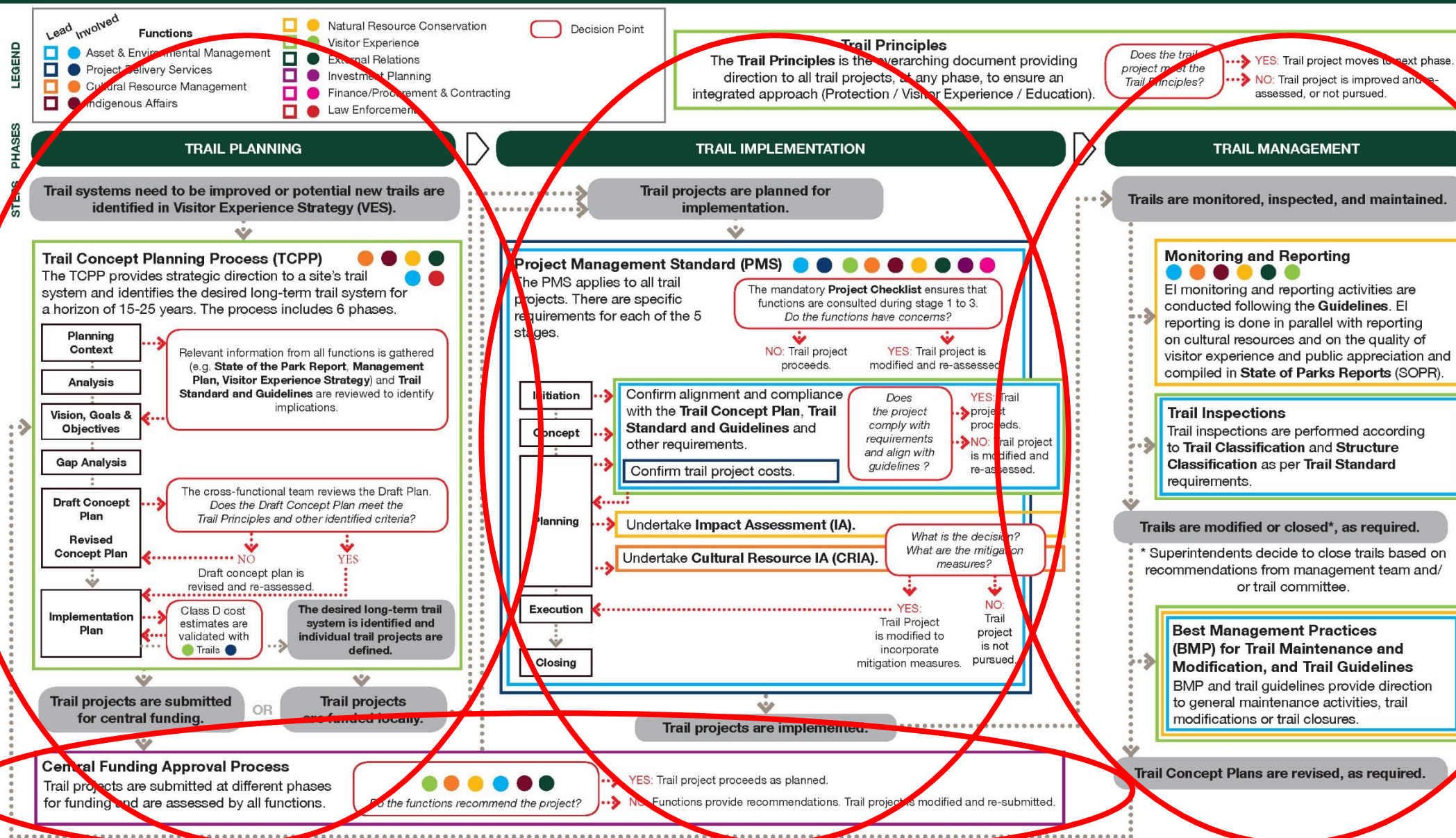


# Origin of a Trail Project

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



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

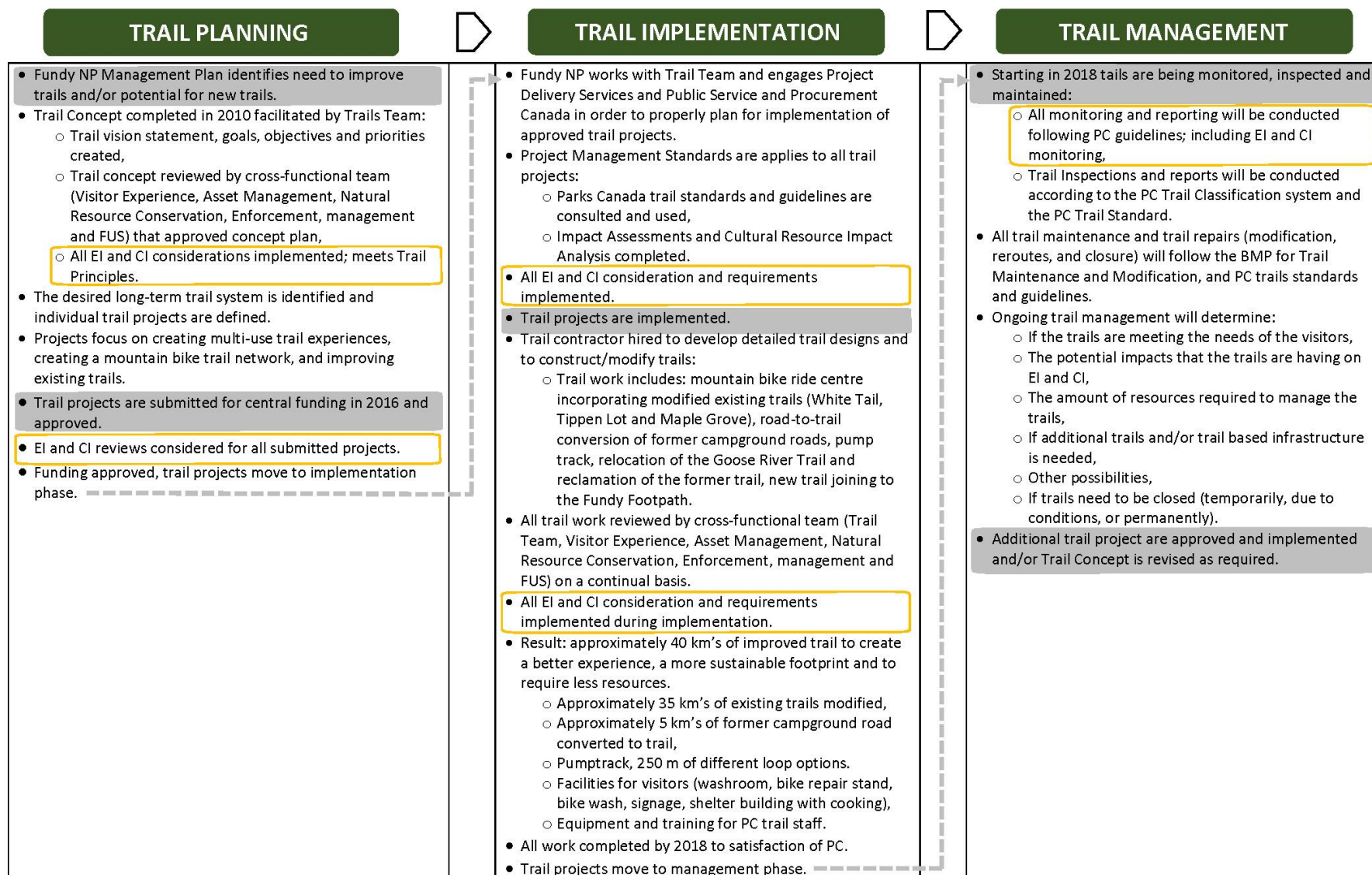






### Example. Fundy National Park, Multi-Use Trail Network, 2016 - ongoing

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





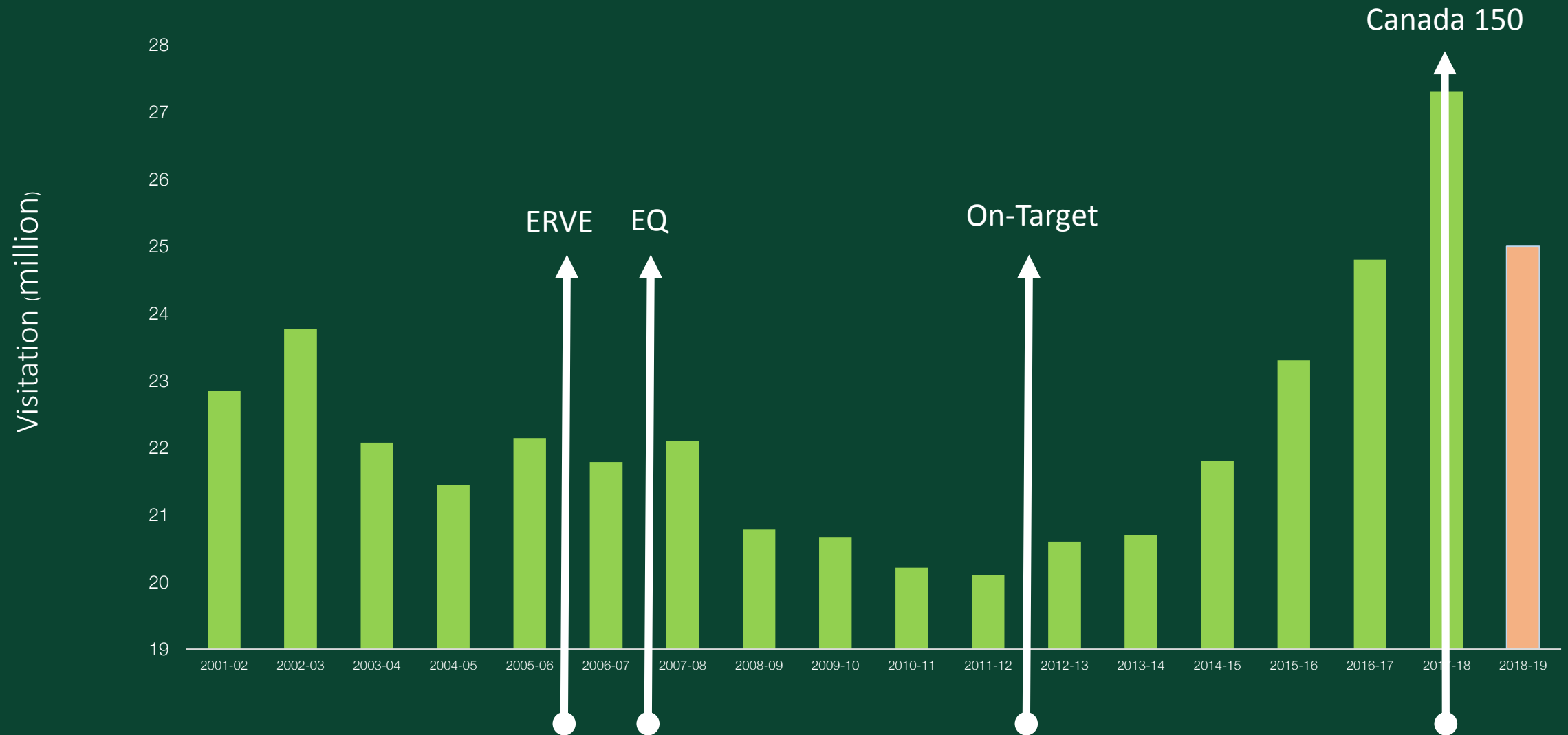
# Results & Economic Impact

- Visitation
- Revenues
- Awareness
- Support
- Economic Impact





# Historical Visitation – 2001 to current year





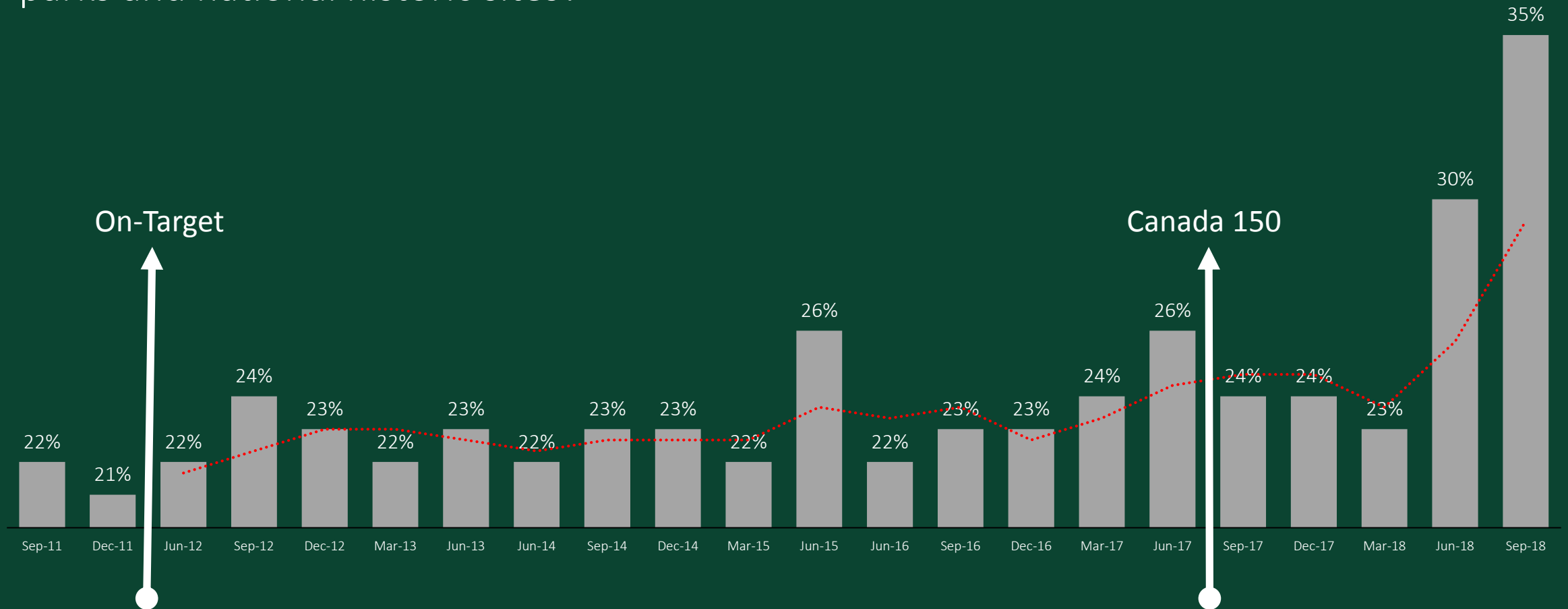
# Historical Revenues – 2001 to current year





## Unaided awareness

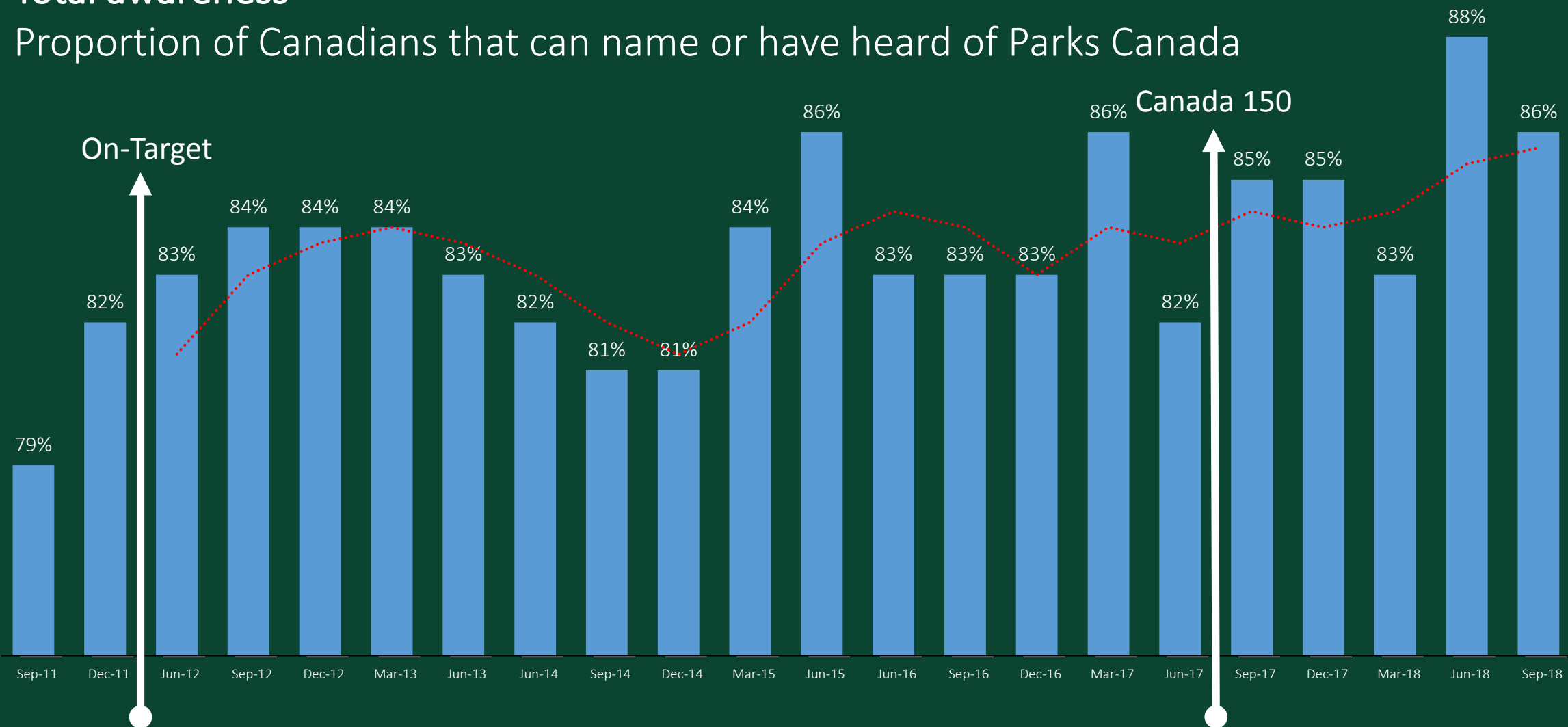
Can Canadians name the organization responsible for protecting national parks and national historic sites?





## Total awareness

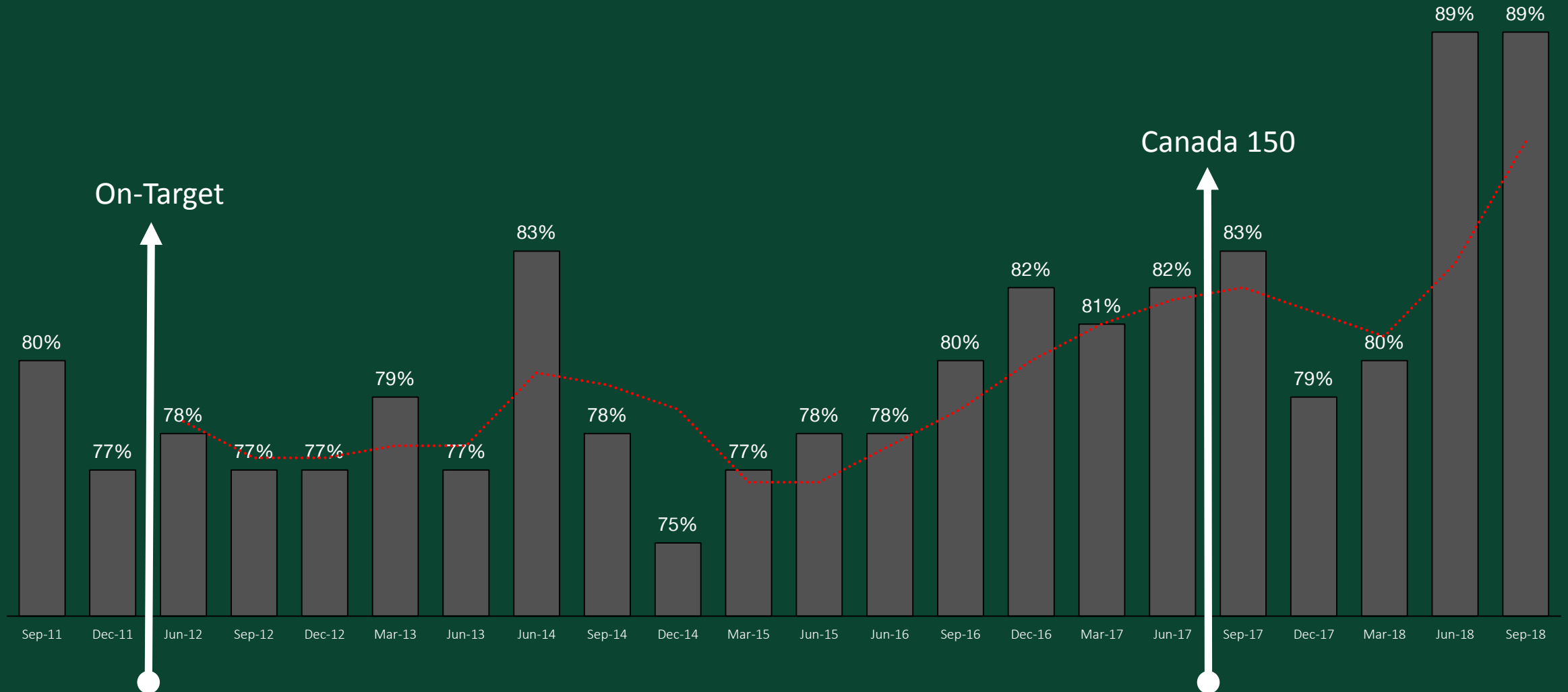
Proportion of Canadians that can name or have heard of Parks Canada







## Support PCA mandate / activities





# 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



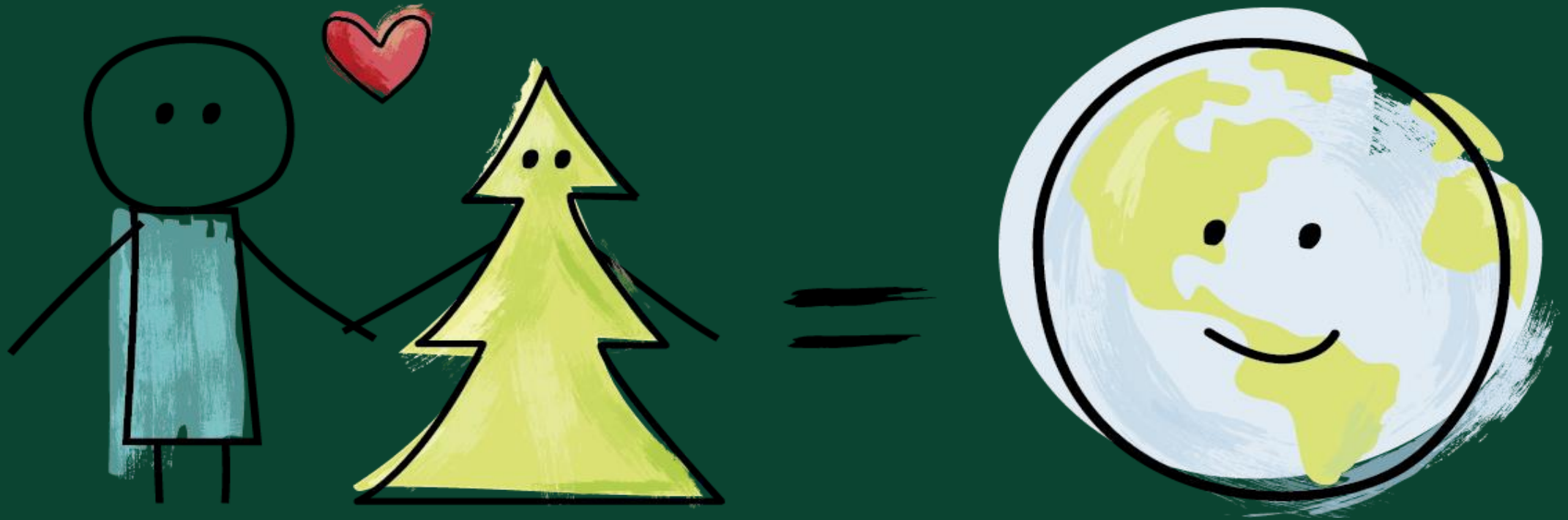
# Visitor Experience Decision-Making - Summary

- 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]*







# 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.

