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46 National Parks
1 National Urban Park
171 National Historic Sites
4 National Marine Conservation Areas

PARKS CANADA at a Glance

450,000 km² Area protected by Parks Canada
7,000 km Trails
PARKS CANADA at a GLANCE

25 million person-visits per year

12,000 campsites

$25 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
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.
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.
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

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.

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 “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 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.
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 Parks Canada’s Trails Principles.
- Project Planned as per Parks Canada’s Trails Planning Tool.
- 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.
- Project Submitted 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.

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

Visitor Attendance
Visitor Satisfaction, Connection, Enjoyment and Learning
Market Analysis
Awareness & Support Tracking

The National Strategic Framework is informed by the monitoring results.

The place-specific 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

Type 1: Developed, Easy
Type 2:
Type 3: Natural Tread, Difficult
Type 4: 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, implementation and management. The result is a network of multi-use trails that consider EI and CI and also the visitor experience, long term management and required resources.

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

<table>
<thead>
<tr>
<th>TRAIL IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>- 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.</td>
</tr>
<tr>
<td>- Project Management Standards are applies to all trail projects:</td>
</tr>
<tr>
<td>o Parks Canada trail standards and guidelines are consulted and used,</td>
</tr>
<tr>
<td>o Impact Assessments and Cultural Resource Impact Analysis completed.</td>
</tr>
<tr>
<td>- All EI and CI Consideration and requirements implemented.</td>
</tr>
<tr>
<td>- Trail projects are implemented.</td>
</tr>
<tr>
<td>- Trail contractor hired to develop detailed trail designs and to construct/modify trails:</td>
</tr>
<tr>
<td>o 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 road, pump track, relocation of the Goose River Trail and reclamation of the former trail, new trail joining to the Fundy Footpath.</td>
</tr>
<tr>
<td>- 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.</td>
</tr>
<tr>
<td>- All EI and CI consideration and requirements implemented during implementation.</td>
</tr>
<tr>
<td>- Result: approximately 40 km’s of improved trail to create a better experience, a more sustainable footprint and to require less resources:</td>
</tr>
<tr>
<td>o Approximately 35 km’s of existing trails modified,</td>
</tr>
<tr>
<td>o Approximately 5 km’s of former campground road converted to trail,</td>
</tr>
<tr>
<td>o Pump track, 250 m of different bopper options,</td>
</tr>
<tr>
<td>o Facilities for visitors (washroom, bike repair stand, bike wash, signage, shelter building with cooking),</td>
</tr>
<tr>
<td>o Equipment and training for PC trail staff.</td>
</tr>
<tr>
<td>- All work completed by 2018 to satisfaction of PC.</td>
</tr>
<tr>
<td>- Trail projects move to management phase.</td>
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</tbody>
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<table>
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<th>TRAIL MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Starting in 2018 tails are being monitored, inspected and maintained:</td>
</tr>
<tr>
<td>o All monitoring and reporting will be conducted following PC guidelines; including EI and CI monitoring.</td>
</tr>
<tr>
<td>o Trail Inspections and reports will be conducted according to the PC Trail Classification system and the PC Trail Standard.</td>
</tr>
<tr>
<td>o 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.</td>
</tr>
<tr>
<td>o Ongoing trail management will determine:</td>
</tr>
</tbody>
</table>
<pre><code>|   o If the trails are meeting the needs of the visitors, |
|   o The potential impacts that the trails are having on EI and CI, |
|   o The amount of resources required to manage the trails, |
|   o If additional trails and/or trail based infrastructure is needed, |
|   o Other possibilities, |
|   o If trails need to be closed (temporarily, due to conditions, or permanently). |
</code></pre>
<p>| - Additional trail project are approved and implemented and/or Trail Concept is revised as required. |</p>
Results & Economic Impact

- Visitation
- Revenues
- Awareness
- Support
- Economic Impact
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

On-Target

Canada 150
Support PCA mandate / activities

On-Target

Canada 150
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”

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