



Parks
Canada

Parcs
Canada

Canada



Unprecedented investments in Canada's national parks;
catching up with the past while getting ready for the future.

François Duclos, Manager, Visitor Experience Infrastructure
Santiago, Chile - April 24th, 2017



Summary

In 2014, the Government of Canada announced the injection of nearly \$3 Billion into Canada's national park and national historic site infrastructures over 5 years. This unprecedented investment was in response to significant accumulation of deferred maintenance on various types of assets including roads, bridges, canals, buildings, trails, campgrounds, etc. But how do you address issues of the past while making sure you respond to the needs of the future? Our mission was set forth! Parks Canada embarked in the ambitious adventure of renewing itself in a sustainable way that met the needs of its visitors.



Content

- Parks Canada
- The Investment
- Capacity Building
- The Methodology
- Infrastructure Standards
- Conclusion





Parks Canada – 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.



Parks Canada – Who we are

- A Federal Government Agency
- Reporting to the Minister for Environment and Climate Change
- Nearly 5 000 employees
- An Annual Budget of approximately \$600M
- Over \$16B of Assets (excluding land base)
- Over 300 000 square km of land
- Over 23 million visits per year
- An unlimited number of experiential opportunities



Parks Canada – Places we manage

- 46 National Parks and National Park Reserves
- 168 National Historic Sites
- 4 National Marine Conservation Areas
- 1 National Urban Park
- 1 National Landmark



Parks Canada Places we manage





























The Investment

- Announced in November 2014
- Over \$3B, when combining new and existing resources
- Over 5 years (2015 – 2020)
- Majority for “deferred maintenance”
- Possibility of “enhancements”
- Most significant investment in Parks Canada’s modern history



The Investment

- Over 1 100 projects approved in 4 Portfolios:
 - Highways (116 projects for \$976M)
 - Waterways (136 projects for \$942M)
 - Heritage (140 projects for \$343M)
 - Visitor Experience (530 projects for \$1 077M)
- Additional investments announced in 2016 for:
 - Pacific Traverse Trail
 - Icefields Trail



Capacity Building

- Increased capacity in:
 - Investment Planning
 - Project Management
 - Asset Management
 - Visitor Experience Infrastructure
 - Project Delivery Support
 - Etc.



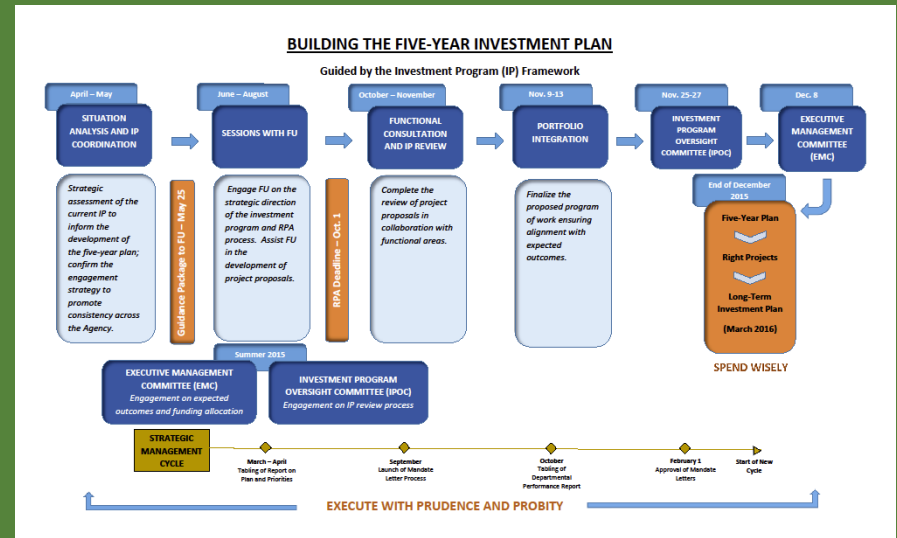
Visitor Experience Infrastructure

- Team Structured around 4 areas of expertise:
 - Camping and Accommodation
 - Trails
 - Exhibits and Visitor Centres
 - Day-Use-Areas
- Expertise in:
 - Analysing and understanding visitors' needs
 - Developing standards and guidelines to meet visitors needs
 - Developing of procurement instruments to facilitate implementation of standards and guidelines
 - Supporting Parks and Sites in delivering on their investments



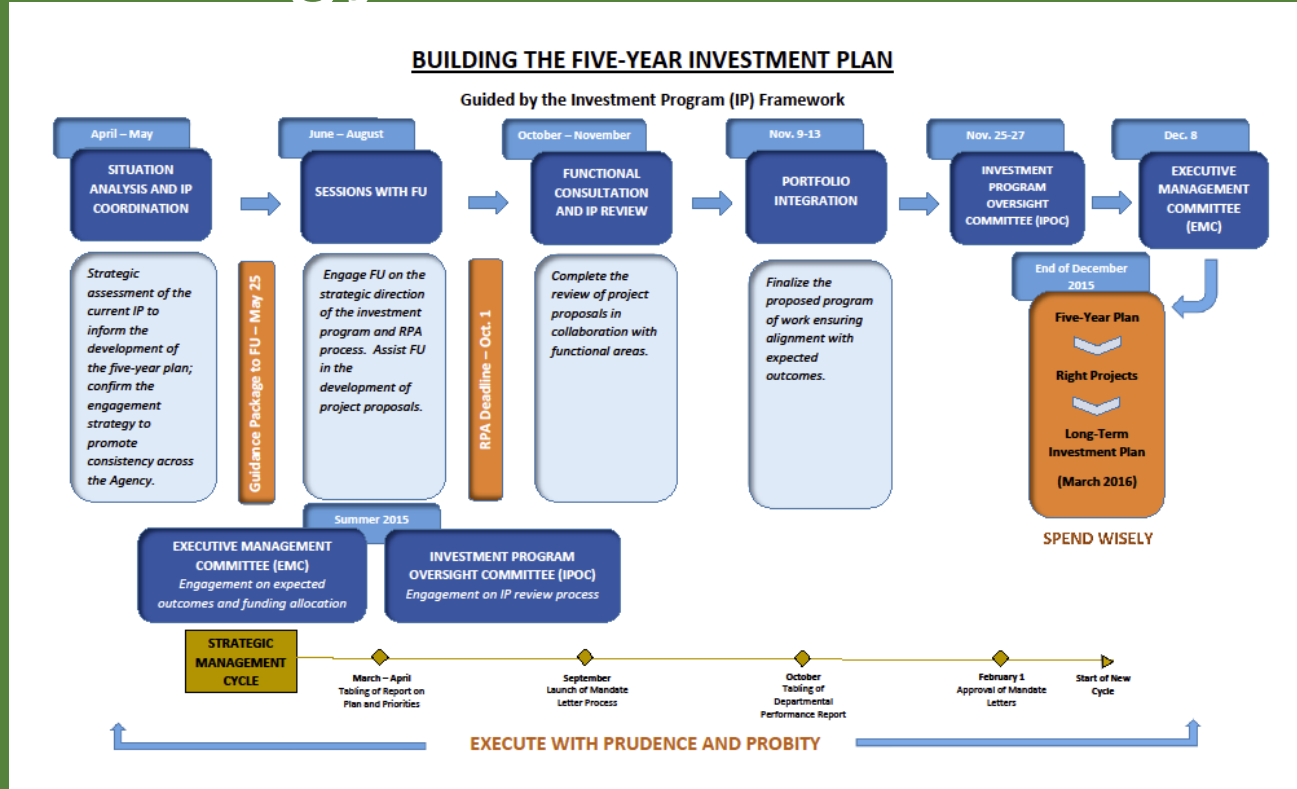
Methodology – Investment Planning

- Evaluation of Assets
- Field Unit Project Proposals
- Proposal review and evaluation by investment planning and functional experts
- Portfolio Integration
- Five Year Plan





Methodology – Investment Planning

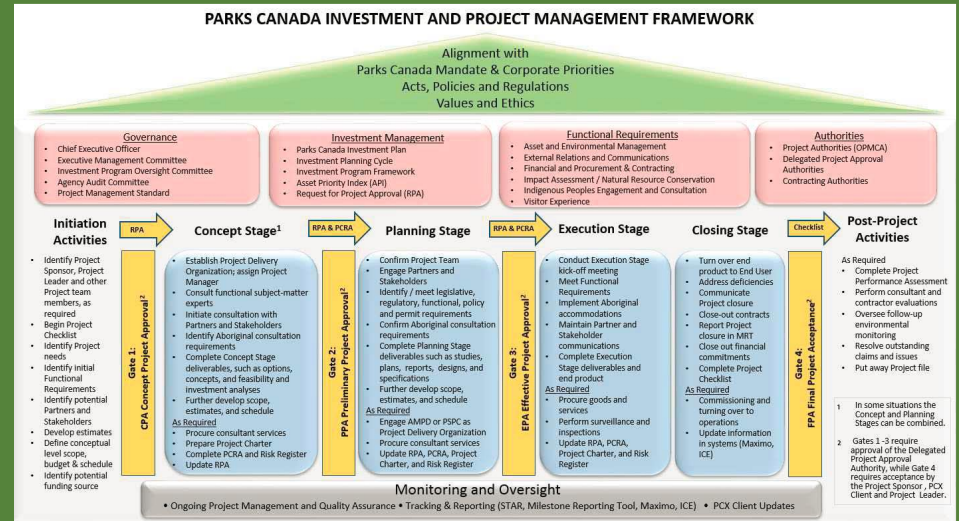




Methodology – Project Management

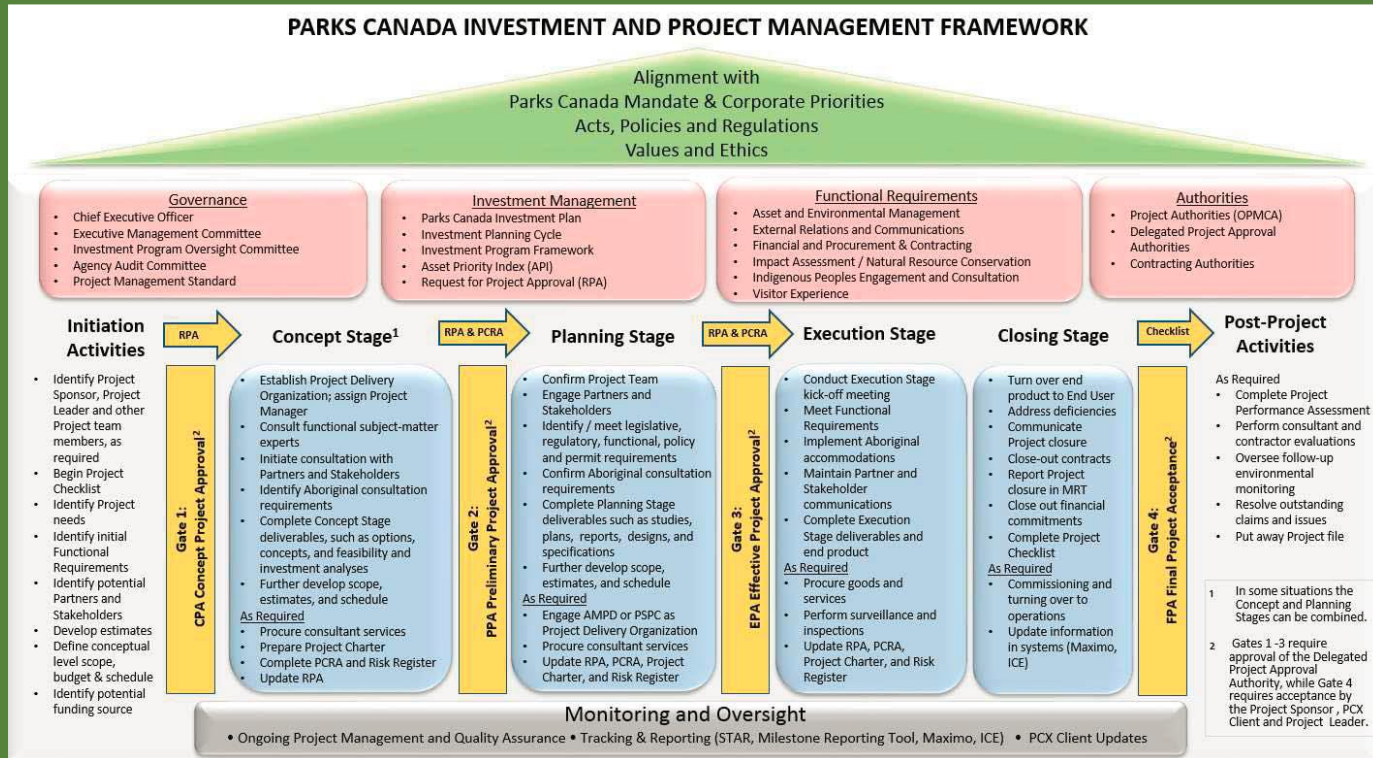
- 5 Stages:
 - Initiation
 - Concept
 - Planning
 - Execution
 - Closing

- Ongoing Monitoring and Oversight





Methodology – Project Management





Methodology – Visitor Experience

- Investments need to be on trend, catering to today's and tomorrow's visitors' needs.
- Avoid replacing “like with like”;
 - Take the opportunity to modernise infrastructures that still fulfill visitors' needs, and;
 - Take the opportunity to replace infrastructures that no longer fulfill visitors' needs with something new.
- Seize opportunities to incorporate visitors' needs in the planning of all infrastructures.



Methodology – Visitor Experience

Visitor Experience Strategy

Parks and Sites are guided through a market-based planning process which defines the long-term investment requirements.

Investment Planning Advisory

The investment requirements are submitted for funding and Visitor Experience experts are consulted to inform decisions.

Standards Development

For each type of visitor facility, standards, guidelines or tools are developed to assist places in implementing their projects.

Procurement Instruments Development

Goods or service procurement instruments are also developed to facilitate the application of the established standards.

Project Delivery Support

Places can be accompanied by visitor experience experts throughout the various stages of their project.



Visitor Experience – Trails Standards

- Trails Principles
- Trails Classification (Trail Type and Trail Rating)
- Market-Based Trails Planning Framework
- Other Trails Tools





Trails

7 Core Principles

*[What we
want the
trail system
to achieve]*



Principles

42

Principle-based
guidelines




*[How it can be
achieved]*



Trails classification - External

Trail Rating

- Distance
- Profile
- Surface
- Signage
- Obstacles
- Facilities
- Experience required
- Level of Service




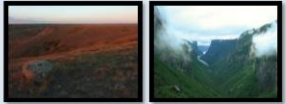
Trail Rating Classification (for the Visitor)					
Element / Rating	EASY	MODERATE	DIFFICULT	ROUTE	
Trail Rating Definitions	Definition	<ul style="list-style-type: none"> Suitable for all visitors including those with no trail experience. Visitor may be prepared for trail or may not be prepared (<i>proper equipment and water</i>). Hard packed surface with no obstacles and minimal stairs. Estimated time to complete the trail is no longer than two hours. Little or no elevation gain or loss. 	<ul style="list-style-type: none"> Suitable for most visitors who have some basic trail experience and are generally prepared (<i>proper equipment and water</i>). Mostly stable surface with infrequent obstacles, stairs may be present. Estimated time to complete the trail is no longer than five hours. May experience moderate elevation gain with some short steep sections. 	<ul style="list-style-type: none"> Suitable for visitors who have trail experience and are prepared (<i>proper equipment and water</i>). Variety of surface types including non-established surface. Estimated time to complete the trail may exceed five hours. May experience major elevation gain with long steep sections. 	<ul style="list-style-type: none"> Suitable for visitors who have exceptional trail and navigation experience and are well prepared (<i>proper equipment and water</i>). Non-established tread only a suggested trail route, not maintained. Estimated time to complete ranges from 1 day to 10 days or longer. May experience a variety of terrain including wet areas, loose rocks, exposure, and thick forest.
	Symbol				
Rating Details	Distance (return)	0 – 5 km	0 – 15 km	0 – 15+ km	N/A
	Trail Profile	Flat to gently rolling	Gently rolling with short steep sections	Rolling with many steep sections that may continue for long periods	N/A
	Typical Elevation Gain	0 – 100 metres	100 – 500 metres	500+ metres	N/A
	Trail Surface (material type and average width)	Paved or surfaced •Hard packed	Surfaced or natural surface •Firm and stable	Natural surface •May be loose or may not exist	N/A
	Typical Average Width	1.0 – 3.0 metres	0.5 – 1.5 metre	0 – 1.0 metre	N/A
	Quality of Marking (general signage and information provide)	Trailhead information, interpretive panels, route markers, trail orientation maps • Maximum information provided	Basis trail head information, route markers, and trail orientation maps • Moderate information provided	Basic trail head information and minimal route markers, or no signage provided • Minimal or no information provided	N/A
	Obstacles or Stairs	Few or no obstacles, minimal use of stairs	Infrequent obstacles, stairs may be present	Obstacles common, steps common	N/A
	Visitor Facilities	Parking lot, washroom, bridges, benches • Maximum visitor facilities	Parking lot, outhouse/pit toilet, bridges • Moderate visitor facilities	Bridges or other water crossing including fording • Minimal visitor facilities	N/A • No visitor facilities
Recommended Experience	Little or no experience required	Some experience recommended	Experience recommended	N/A	
Level or Service	High	Moderate	Low	N/A	



Trails classification - Internal

Trail Type

- Definition
- Park Zone
- Visitor Type
- Trail Rating

Trail Type Classification (for Asset, Resource Conservation, and Visitor Experience Management)				
General Description and Technical Details				
Element / Trail Type	TYPE 1	TYPE 2	TYPE 3	TYPE 4
Definition	<ul style="list-style-type: none"> Paved or hard packed surfaced double track trail, all weather use, with no obstacles in surface. Use compacted crushed rock, mineral soil, asphalt or chip-seal coat surface. Minimum trail width of 1.5 metre. Provide interpretive and directional signs, benches, and viewing areas where appropriate. Machine- or hand-built and maintained. 	<ul style="list-style-type: none"> Natural surfaced packed single track trail or double track trail. Use natural mineral soils or rock for surfacing, or native material from site. May be a paved surface Minimum trail width of one metre. Provide interpretive and directional signs, benches, viewing areas where appropriate. Machine- or hand-built and maintained. 	<ul style="list-style-type: none"> Natural surface single track trail. Trail tread may be constructed or established by clearing a corridor and marking the route. Whenever possible use natural native material from site. Minimum trail width of 0.25 metre. Provide minimal signage. Hand-built and maintained. 	<ul style="list-style-type: none"> No construction. Suggested trail route. Trail tread may consist of wildlife paths or may not exist. Provide minimal or no signage or facilities. Not maintained.
Park Zone (applies to National Parks only)	Zone III, IV, and V (Natural Environment, Outdoor Recreation, and Park Service). <i>May be found in Zone II (Wilderness) under special circumstances.</i>	Zone II, III, IV, V (Wilderness, Natural Environment, Outdoor Recreation and Park Service)	Zone II, III, IV, V (Wilderness, Natural Environment, Outdoor Recreation and Park Service). <i>May be found in Zone I (Special Preservation) under exceptional circumstances.</i>	Zone I, II, III, and IV (Special Preservation, Wilderness, Natural Environment, and Outdoor Recreation).
Typical Visitor Type	Suitable for all visitors including those with no trail experience. Visitor may be prepared for trail or may not be prepared (<i>proper equipment and water</i>).	Suitable for most visitors with some basic trail experience who are generally prepared (<i>proper equipment and water</i>).	Suitable for visitors who have trail experience and are prepared (<i>proper equipment and water</i>).	Suitable for visitors who have exceptional trail and navigation experience and are well prepared (<i>proper equipment and water</i>).
Trail Rating	Easy or Moderate	Easy, Moderate, or Difficult	Moderate, Difficult or Route	Difficult or Route
Image	 <p><i>Crushed rock or natural mineral soil surface</i></p>	 <p><i>Crushed rock or natural mineral soil surface</i></p>	 <p><i>Natural mineral soil surface</i></p>	 <p><i>Suggested route</i></p>



Market-Based Trails Planning

		Would Enjoy:	Would Avoid:	Are:
Explore Quotient Types	Learning Explorers	Authentic Experiencers <ul style="list-style-type: none"> Trail type 1, 2 and 3 or EASY, MODERATE, and ADVANCED rated trails Using a trail on their own/in small groups Would consider multiple methods of using trails (not just hiking) Challenging, backcountry and long distance trails Cultural Explorers <ul style="list-style-type: none"> Trail type 1, 2 and 3 or EASY, MODERATE, and ADVANCED rated trails Interpretive panels along a trail that tell the story of the people that used to live there (e.g. First Nations, logging, farmers, expropriated communities) Trail to a lighthouse or First Nation spiritual site Cultural History Buffs <ul style="list-style-type: none"> Trail type 1, 2 and 3 or EASY, MODERATE, and ADVANCED rated trails Trails special wildlife viewing (e.g. birds) Trails through unique parts of sites Using Explora to help them find specific plants or points of interest (e.g. historic photos of where they are standing or other stories) Learning at their own pace 	<ul style="list-style-type: none"> Crowds / busy trails Guided walks (unless that's the only way they can access an area or be provided an authentic experience) Trails through a busy part of the park where the trailhead is a busy parking lot or next to a busy road The beaten path Trails that do not provide any learning opportunity Busy and overly "touristy" trails (would not be interested in trails where four buses send groups) 	<ul style="list-style-type: none"> Eco-consciousious, flexible, risk takers Supporters of PC mandate Show a tendency to reject order Understanding of restrictions only if explained in a positive way (<i>This rare flower grows only if the soil is not compressed by humans vs. Do not go off the trail!</i>) Eager to learn about cultural heritage and the local community Globally aware and ecologically sensitive Supporters of local festivals and of historic sites Constant travellers who seek new experiences
	Social Explorers	Free Spirit <ul style="list-style-type: none"> Trail type 1, 2 and 3 or EASY, MODERATE, and ADVANCED rated trails Challenging trails multi-use The possibility of seeing wildlife not commonly found at home Group led experiences (e.g. group biking or horseback adventure, ice-walk) = being social Using cool equipment for going down a cliff or crossing a river on a high suspended bridge Great photo opportunities Personal History Explorer <ul style="list-style-type: none"> Trail type 1 and 2 or EASY, and MODERATE rated trails Easy to moderate risk trails, easy access to trailhead, maps, clear trail markings Groomed trails, easy access to a comfortable observation deck Interpretive panels along a trail that tell the story of the people that used to live in the area (e.g. First Nations, logging, farmers, expropriated communities) 	<ul style="list-style-type: none"> A long back-country trail unless the terrain changed a lot Quiet and isolated trails (wouldn't stay on them for very long if it didn't keep their attention) Would get annoyed with Explora after a few "notifications" of arriving at a point of interest Trail type 3 or ADVANCED rated trails Trails that have a high level of risk or sense of danger Long distance or backcountry trails (unless the reason for hiking the trail was directly connected to family history or heritage) Trails without picnic spots, observation decks, or other areas to socialize with friends and family Isolated trails without other people around 	<ul style="list-style-type: none"> Frequent travellers Very social and like to share travel with friends Have high energy Attracted to new, fun, thrilling experiences Checklist samplers: like to see all the main attractions Attracted to groups and shared experiences Interested in reconnecting with roots and understanding ancestry Not frequent travellers but do so to expose their children to their heritage Obedient to authority Require security and comfort during travel
		No Hassle Traveller <ul style="list-style-type: none"> Trail type 1 and 2 or EASY, and MODERATE rated trails Rental equipment to help them enjoy the trail (e.g. availability of picnic lunch, level space to sit/eat) Easy/moderate risk trails, easy access Maps, clear trail markings, groomed trails Easy access to a comfortable observation deck Things to keep the kids motivated for doing the trail (e.g. scavenger hunt, special signs for kids) The security of Explora guiding them along the trail (especially maze of roads in Lower Barracks at the end of North Head trail, Signal Hill) 	<ul style="list-style-type: none"> Trail type 3 or ADVANCED rated trails Complicated trail routes or trails that are difficult to navigate Trails that are difficult to get to (e.g. trailheads that require multiple means to get to, such as boat, car, walk-in) 	<ul style="list-style-type: none"> Not spontaneous or impulsive Take shorter vacations Afraid of the unfamiliar Take trips based on family events and often go to places within driving distance Prefer packaged travel and organized tours with well-known hotels



Other Trails Tools

- Trail Design and Construction Guidelines
- Trail Signage Guidelines
- Trail Information Management
- Trail Conditions Reporting





Visitor Experience – Campground Manual

- Updated sites standards (services, size, surface, configuration)
- Updates loop configurations
- Updated campground layouts
- Optimised facility placements (Comfort Stations, Kitchen Shelters, Playgrounds, etc.)
- Inclusion of Accommodation





Visitor Experience – Accommodation

- oTENTik - Parks Canada's first national accommodation product
- New national accommodation products
 - “Micro-Cube” & “Double-Tent”
 - Canopy Accommodation
- Floating Accommodation





Accommodation -

- Nearly 400 units by end of 2017
- Caters to families and small groups (up to 6)
- Comfort of a cabin wrapped in a camping experience
- Very high satisfaction rate, very high occupancy
- Seasonal to year-round depending on location





Accommodation – « Micro-Cube » & « Double-Tent »

- 2 of each tested in 2016
- Caters to couples and groups of 2 people
- Excellent reception, even more so with the “Micro-Cube”
- The “Micro-Cube” design will be validated in 3 locations in 2017 and may become a new national accommodation product





Accommodation – Canopy Accommodation

- 2 models tested in 2016
- Caters to couples and groups of 2 people, possibly 3
- Excellent reception, novelty items on the Canadian market
- A model will be validated in 2017 and may become a new national accommodation product for Parks Canada





Accommodation – Floating Cabin

- Currently in development for Georgian Bay Islands National Park
- A true self-sufficient cabin experience
- For couples, or small families
- Accessible by boat, motorised or not
- Suitable for calm or sheltered waters
- Could potentially be replicated in other parks





Visitor Experience – Washroom Buildings and Kitchen Shelters

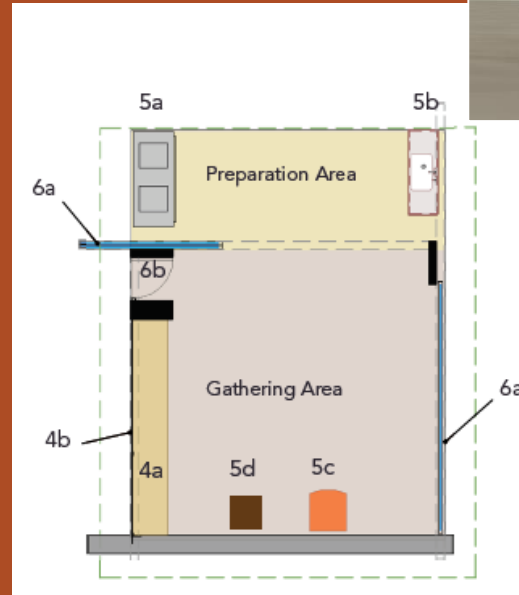
- A modernised look, inspired by the past
- A modern functional layout, putting visitors at the center of the design
- A modular approach, since one size doesn't fit all
- Design principles to guide spectrum of projects





Visitor Experience – Kitchen Shelters

- Adaptable to all kinds of uses and to all seasons
- Passive temperature regulation
- Various furniture and cooking surface options
- Fully scalable

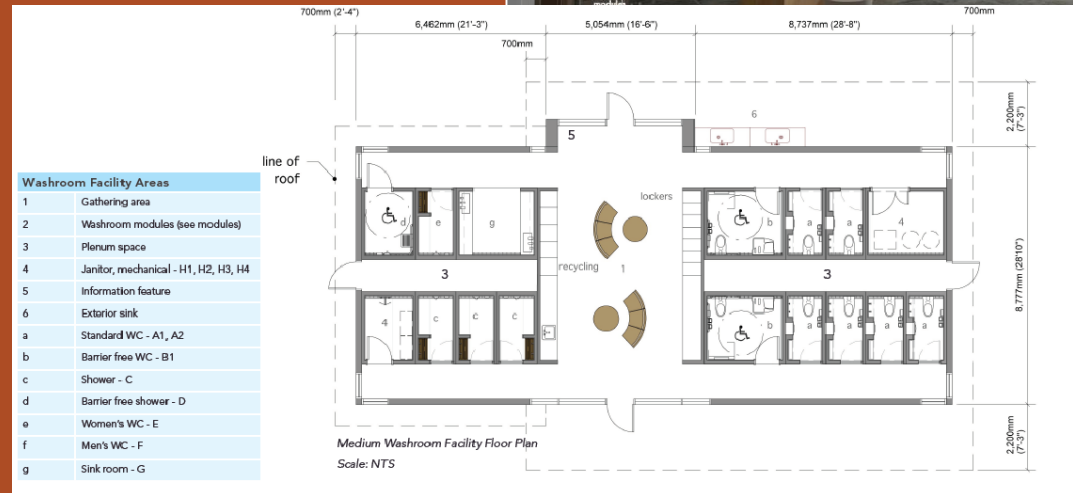


Optional Components	
4a	Serving Table
4b	Glass Wall
5a	BBQ
5b	Sink
5c	Wood Stove
5d	Wood Storage
6a	Sliding Door
6b	Hinged Door



Visitor Experience – Washroom buildings

- An inclusive approach to genders, families and people with disability
- A pleasant environment, combining privacy and functionality
- Increased efficiency over traditional layouts





Visitor Experience - Furniture

- An approach that is flexible, yet unified
- Parks Canada branded
- For today's and tomorrow's needs
- Durability and sustainability



www.clubbrando.ca





Visitor Experience – Visitor Centre Planning

- Based on visitors' needs otherwise unfulfilled
- Integration of functions
- A place for every stage of the visit cycle
- A place to meet Parks Canada's staff
- A place inspired by the surrounding area
- Integrate exhibits and architecture





Conclusion – Lessons Learned

- For investments to be sustainable, visitors' needs should be accounted for throughout the investment planning and project management processes.
- It is critical to avoid systematically replacing “like with like” without first validating that today's and tomorrow's visitors' needs are met.
- Building capacity and developing infrastructure standards are key tactics to building a strong infrastructure program.
- Keeping flexibility to adapt to local realities is a fundamental element to ensure that the program is applicable and adopted.



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The End



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