Chapter 10

Program Statements

for the

Beaver Hills HA Development Plan

Using This Chapter

HA Field Staff

HA field staff can use this chapter and its recommendations as general guidelines for developing and delivering HA services. Program statements present a detailed analysis of proposed or existing programs and facilities delivered by PPA or for which PPA is responsible. They also set the course for the HA program.

PPA Regional Staff

Regional HA managers can use this chapter when developing yearly work plans with HA field staff.

Chapter 10
Program Statements

Contents: Chapter 10 Program Statements

Introduction ... 10.11
Note: Regarding HA Themes ... 10.11
Information Orientation Program Statement ... 10.13
Introduction ... 10.13
Objectives ... 10.13
Rationale ... 10.13
Target Audiences ... 10.14
Linkages ... 10.14
Themes ... 10.14
Objectives ... 10.15
Program Parameters ... 10.15
Key Locations On-site ... 10.15
Operational Support ... 10.16
Objectives ... 10.16
Program Parameters ... 10.16
Key Locations On-site ... 10.16
Staff ... 10.17
Capital Costs ... 10.17
Operational Costs ... 10.17
Staff Time ... 10.17

Interpretation Program Statement ... 10.19
Introduction ... 10.19
Objectives ... 10.19
Target Audiences ... 10.19
Key Characteristics ... 10.19
Requirements of Audience ... 10.19
Site-Specific Review of Visitor Characteristics ... 10.20
Cooking Lake–Blackfoot Grazing, Wildlife and Provincial Recreation Area ... 10.20
Miquelon Lake Provincial Park ... 10.20
Other PPA Properties ... 10.20
Personal Interpretation Services ... 10.21
Introduction ... 10.21
Rationale ... 10.21
Focusing on Target Audiences ... 10.21
Off-site Participants ... 10.21
Linkages ... 10.21
Themes ... 10.22
Selecting Personal HA Media ... 10.23
Strategic Use of Personal HA Media ... 10.23
Figure 10.1: Personal HA Media That are Strongest for Making Initial Contact ... 10.24
Choosing Effective Media ... 10.24
Recommended Focus of Personal HA Services ... 10.25
Figure 10.2: Personal HA Media That are Strongest for Leading Audiences ... 10.25

SAMPLE PAGES

Cost Recovery ... 10.25
Additional Guidelines for Setting HA Service Fees ... 10.25
Best Options for Cost Recovery ... 10.25
Figure 10.3: Personal HA Media That are Strongest for Engaging Audiences ... 10.25
Figure 10.4: Options for Cost Recovery ... 10.26
Sites for Personal HA Services ... 10.27
Figure 10.5: General Recommendations for Locations for Personal HA Services ... 10.27
Capital Costs ... 10.29
Checklist of Key Capital Expenditures ... 10.29
Key Support Equipment ... 10.29
Indoor Programming Space ... 10.29
Operational Costs ... 10.29
Non-personal Interpretation Services ... 10.31
Introduction ... 10.31
Rationale ... 10.31
Focusing on Target Audiences ... 10.31
Linkages ... 10.31
Themes ... 10.32
Selecting Non-Personal HA Media ... 10.33
Strategic Use of Non-Personal HA Media ... 10.33
Incorporating Two-way Communication ... 10.33
Key Functions of Non-personal HA Services ... 10.33
Choosing Effective Media ... 10.34
Figure 10.6: Effectiveness of Non-personal Media for Dealing with Major Audiences ... 10.34
Recommended Focus of Non-personal HA Services ... 10.35
Criteria for Non-Personal Media ... 10.35
Permanent Outdoor Interpretive Signs ... 10.35
General Design ... 10.35
Materials ... 10.35
Maintenance ... 10.35
Contents Review ... 10.35
Printed Interpretive Materials ... 10.35
General Design ... 10.35
Materials ... 10.35
Reproduction ... 10.35
Contents Review ... 10.36
Self-Guided Activity Support Materials ... 10.36
General Design ... 10.36
Materials ... 10.36
Cost Recovery ... 10.36
Non-Personal Interpretation Candidates for Cost Recovery ... 10.36
Capital Costs ... 10.37
Key Support Equipment ... 10.37
Checklist of Key Capital Expenditures ... 10.37

SAMPLE PAGES

HA Staff Training ... 10.37
Further Staff Support ... 10.37
Operational Costs ... 10.37
Staff Time Budgets ... 10.38

Visitor Centres Program Statement ... 10.39
Introduction ... 10.39
Functions ... 10.39
Key Objectives of the Visitor Centres ... 10.39
The Visitor-Focused Approach ... 10.39
General Design Implications ... 10.40
Building Guidelines ... 10.40
Entrance Design ... 10.40
Visitor Flow Within the Building ... 10.40
Trails ... 10.40
Landscaping ... 10.40
Universal Access Design ... 10.41
Green Building Practices ... 10.41
Building For Climate Change ... 10.41
Site Location ... 10.41
Components ... 10.41
Priority of Components ... 10.41
Outdoors ... 10.41
Access Trails ... 10.41
Access Roads ... 10.41
Parking ... 10.42
Bicycle Parking/Cross-Country Ski ... 10.42
Recreation Equipment Storage ... 10.42
Outdoor Meeting Area/Group Gathering Area ... 10.43
Special Event Expansion Area ... 10.43
Optional Wild Plant Garden ... 10.43
Indoors ... 10.43
Public Entrance ... 10.44
Public Area ... 10.44
Overall Objectives ... 10.44
Foyer and Front Desk ... 10.44
Washrooms ... 10.45
First Aid Station ... 10.45
Exhibit Area ... 10.45
General ... 10.46
Permanent Exhibits ... 10.46
Live Animal Exhibits (Miquelon Lake Only) ... 10.47
Temporary Exhibits ... 10.47
Storage Room ... 10.47
General Recommendations ... 10.48
Cost Recovery ... 10.49
Operational Costs ... 10.49

SAMPLE PAGES

Staff Time Budgets ... 10.49
The Visitor Centre Staffing Trap ... 10.49
HA Staff Training ... 10.49
Use of Non-HA Staff ... 10.49

Education Program Statement ... 10.51
Introduction ... 10.51
Objectives ... 10.51
Rationale ... 10.51
Target Audiences ... 10.52
Grades K-12 ... 10.52
Figure 10.7: Student Population 2003-2004 ... 10.52
Community Colleges and Universities ... 10.52
Preschools ... 10.53
Linkages ... 10.53
Themes ... 10.54
Ages and Stages: Matching Your Program and Activities to Student's Brains and Bodies ... 10.55
Locations ... 10.55
Selecting Media and Methods ... 10.57
Scheduling ... 10.57
Season ... 10.57
Time of Day/Days of the Week ... 10.57
Cost Recovery ... 10.57
Capital Needs ... 10.57
Operational Needs ... 10.58

Partnership Program Statement ... 10.59
Introduction ... 10.59
Objectives ... 10.59
Rationale ... 10.59
Target Audiences ... 10.60
Figure 10.8: Connecting Target Audiences to Collaboration Objective ... 10.60
Focus of Collaborations and Partnerships ... 10.61
Figure 10.9: Personal Interpretation Services Key Potential Collaborators for Delivery ... 10.61
Figure 10.10: Non-personal Interpretation Services Key Potential Collaborators for Delivery ... 10.61
Figure 10.11: School-Focused HA Services Key Potential Collaborators for Delivery ... 10.62
Figure 10.12: Shared HA Training Key Potential Collaborators ... 10.63
Figure 10.13: Shared Promotion and Marketing of HA Services Key Potential Collaborators ... 10.63
Figure 10.14: Development of Beaver Hills Stewardship Initiatives Key Potential Collaborators ... 10.63
Sponsorship ... 10.64
What Can be Sponsored ... 10.64
Developing a Collaboration Strategy ... 10.65

SAMPLE PAGES

Chapter 10
Program Statements

Collaboration With other HA Service Providers ... 10.65
Sidebar: Interpretation Canada Regional Hubs: How They Can Help ... 10.66
Collaboration With Land and Water Stewards in the Beaver Hills ... 10.67
Cost Recovery ... 10.67
Capital Needs ... 10.67
Operational Needs ... 10.67
HA Staff Training ... 10.67
Key Resources ... 10.67

Stewardship Program Statement ... 10.69
Introduction ... 10.69
Objectives ... 10.69
Rationale ... 10.69
Target Audiences ... 10.70
Linkages ... 10.71
Themes ... 10.72
Selecting Presentation Methods ... 10.73
Locations ... 10.73
Scheduling ... 10.73
Volunteerism ... 10.74
Working with Established Volunteer Organizations ... 10.74
Working Directly with Individual Volunteers ... 10.74
Volunteer Management ... 10.75
HA Staff and Volunteer Training ... 10.76
Key Resources ... 10.77
Cost Recovery ... 10.77
Capital Needs ... 10.77
Operational Needs ... 10.78

Community Outreach Program Statement ... 10.79
Introduction ... 10.79
Objectives ... 10.79
Rationale ... 10.79
Target Audiences ... 10.79
Linkages ... 10.79
Figure 10.15: Potential Partners to Work with to Address
A. People Who do not Visit PPA Properties ... 10.79
Figure 10.16: Potential Partners to Work with to Address
B. Past Participants of HA Services in the Beaver Hills ... 10.80
Figure 10.17: Potential Partners to Work with to Address
C. Community Service Groups ... 10.80
Figure 10.18: Potential Partners to Work with to Address
D. Provincial Government Decision Makers ... 10.80
Themes ... 10.81
Selecting Media and Methods ... 10.82
Cost Recovery ... 10.83
Capital Needs ... 10.83
Operational Needs ... 10.83

SAMPLE PAGES

Special Events Program Statement ... 10.85
Introduction ... 10.85
Objectives ... 10.85
Rationale ... 10.85
Target Audiences ... 10.85
Requirements of Audience ... 10.85
Linkages ... 10.86
Primary Linkages for Special Events ... 10.86
Secondary Linkages ... 10.86
Themes ... 10.86
Recommended Design for HA Special Events ... 10.87
Strategic Use of HA Special Events ... 10.87
HA Involvement in Partner Group Events ... 10.88
Off-site Special Events ... 10.88
Capital Costs ... 10.88
Operational Costs ... 10.89
Cost Recovery ... 10.89
HA Staff Training ... 10.89
Staff Participation ... 10.89

Tourism Program Statement ... 10.91
Introduction ... 10.91
Objectives ... 10.91
Rationale ... 10.91
Target Audiences ... 10.91
Linkages ... 10.91
Figure 10.19: Potential Tourism Partners ... 10.91
Locations ... 10.92
Selecting Media and Methods ... 10.92
Themes ... 10.93
Capital Needs ... 10.93
Operational Needs ... 10.93

SAMPLE PAGES

Chapter 10
Program Statements

Marketing Program Statement ... 10.95
Introduction ... 10.95
Note: ... 10.95
Objectives ... 10.95
Rationale ... 10.95
Target Audiences ... 10.95
Local Residents ... 10.95
Out of Region Visitors ... 10.95
Internal PPA Management ... 10.95
Relative HA Effort for Marketing per Audience Group ... 10.96
Linkages ... 10.96
Areas of Primary Effort ... 10.96
Areas of Secondary Effort ... 10.96
Figure 10.20: Size of Main Target Audiences ... 10.96
Figure 10.21: Percent Effort to Expend on Main Target Audiences ... 10.96
Themes ... 10.97
Marketing Strategy ... 10.97
Objectives ... 10.97
Program Parameters ... 10.97
Key Locations ... 10.98
Sidebar: Operational Support ... 10.98
Checklist: Steps Required for Developing Marketing Media ... 10.98
Key Target Markets ... 10.99
1. Day Visitors ... 10.99
2. Local Teachers and School Boards ... 10.99
3. Internal Markets within Alberta PPA ... 10.99
4. Local People That Do Not Visit PPA Properties ... 10.99
5. Campers ... 10.99
Priority Locations to Market ... 10.99
What to Market ... 10.99
1. Current Recreation Activities and Facilities ... 10.99
2. Interpretation and Education Services ... 10.99
3. Tourism ... 10.99
4. Stewardship ... 10.100

SAMPLE PAGES

Chapter 10
Program Statements

Introduction

Program statements present a detailed analysis of proposed or existing programs and facilities delivered by PPA or for which PPA is responsible. They also set the course for the HA program.

Each program statement:

- provides the reason or rationale for a program or facility
- describes identifies target audiences
- describes the overall goals and objectives of the program
- presents design and delivery implications if appropriate

All program statements are built on the foundations laid in previous chapters. Please refer to them when clarification is required.

Note: Regarding HA Themes

In the winter of 2004, preliminary HA themes were developed by HA management staff based on those proposed by EcoLeaders (see Chapter 8). These themes and associated subthemes and concepts will be updated in a series of workshops in early 2005.

Changes in themes may occur that may change focus of some of the program statements in this chapter. HA staff are encouraged to contact their HA team leader for updates on themes for the Beaver Hills.

SAMPLE PAGES

Guidelines

The following guidelines will aid HA staff in providing the HA services for the Beaver Hills .

- **go with PPA's main strengths**
  - feature outdoor activities
  - feature interaction with the real thing (habitats, live plants and animals, natural features (e.g., mass bird migrations) artifacts, and real people

  These features are not as readily available in the mass entertainment/recreation/education market of the Edmonton region. Go with the Beaver Hills advantage.
- **increase the profile of PPA and HA services in the Beaver Hills**
  - providing more HA services to attract more on-site visitors
  - increase awareness through publicity, promotion and mass media
  - provide opportunities to experience the Beaver Hills remotely
  - offer programs to other community organizations, as instructors. An example is Strathcona County's recreation brochure
  - develop collaborations and partnerships
  - provide novel HA services to attract media attention
  - provide a wider variety of services at a wider variety of locations
- **go where the people are**
  - deliver HA services where people congregate in PPA properties
  - deliver some HA services outside PPA properties, especially in population centres such as Edmonton and Sherwood Park
  - deliver some virtual HA services through electronic media
  - target neighbouring landholders, people and groups in the community in their homes
- **follow best practice in public and formal education**
  - design HA services for well defined and clearly identified and understood audiences
  - deliver HA and education services that are age appropriate
  - include two-way communication and inquiry learning whenever possible
  - regularly evaluate HA services to determine if program objectives were met
- **developing collaborations and partnerships**
  - coordinate and communicate with other HA service providers in the Beaver Hills
  - develop and expand relationships with individuals and groups in the area
  - provide incentive, opportunity for training, recognition and community for volunteers

Information Orientation Program Statement

Introduction

The grounding for this program can be found in the Foundations (Chapter 1) and the Review of Presentation Options (Chapter 9).

The functions of this program include providing visitors and potential visitors with information about:

- locations and functions of PPA properties
- facilities and services available at PPA properties, especially:
  - Cooking Lake-Blackfoot Grazing Wildlife and Provincial Recreation Area (CL–BGWPRA)
  - Miquelon Lake Provincial Park
- HA and education services provided through PPA in the Beaver Hills
  - including regular services and special events
- services provided by PPA collaborators and partners
  - including regular services and special events
- the natural and cultural features of the Beaver Hills including natural events such as large migrations

Objectives

1. To assist visitors and potential visitors to decide whether to visit the Beaver Hills and for pre-trip planning.
2. To assist visitors in locating PPA sites and in navigating through the Beaver Hills.
3. To assist regional residents in identifying and recognizing the Beaver Hills as a valuable destination.
4. Increase and maintain the profile of PPA in the Beaver Hills especially to people within a one-hour drive of PPA sites.

   Messages include:
   - the Beaver Hills are an important natural area in Alberta
   - there are several important PPA properties in the Beaver Hills
   - the Beaver Hills are less than an hour's drive from Edmonton
   - PPA mandate has evolved to include stewardship of landscapes and natural and cultural heritage of Alberta
     - PPA is an active partner in the stewardship of the Beaver Hills
5. To maintain good relations with collaborators and partner HA service providers and stewardship groups in the area.

   This can include:
   - promoting their services and special events in PPA publications
   - making their information/orientation publications available at PPA sites

Rationale

The Beaver Hills are a large natural area close to a large population. Visitors need information and orientation services to help them understand the opportunities to visit PPA properties and other protected areas and to know what services and recreational opportunities are available. Many visitors will also need to know how to get to specific sites and what activities are permitted, as well as other regulations. At present, there is a feeling among PPA managers and HA staff that the Beaver Hills are the Edmonton areas's best kept secret. It boasts the regions' largest area of trails and natural areas, and has abundant wildlife activity such as waterbird migration and breeding. But staff recognize that many PPA sites such as CL–BGWPRA are under-used. The information and orientation program along with the marketing program can change this.

SAMPLE PAGES

Chapter 10
Program Statements

Interpretation Program Statement

Introduction

This section deals only with interpretation services that take part on PPA sites. Off-site interpretation is covered in the Community Outreach Program Statement. The grounding for this program can be found in first thee chapters of this plan Foundations (Chapter 1), Features Inventory (Chapter 2) and Features Analysis (Chapter 3) plus the Analysis of Presentation Options (Chapter 9).

After a brief section on objectives and target audience, this program statement will follow this division is presented in two sections:

- Personal Services
- Non-Personal services

Objectives

The key objectives for interpretation in the Beaver Hills themes are based. They include the following:

1. To inform participants of:

   Natural and Cultural Heritage
   - features in the Beaver Hills and at PPA properties in particular

   Stewardship
   - Alberta PPA's role as a key player in the stewardship of the Beaver Hills
   - the opportunities to work with PPA and others to further the stewardship of the Beaver Hills
   - other opportunities to learn about the Beaver Hills that are provided by other groups and agencies

   Recreation
   - outdoor recreation opportunities in the Beaver Hills and on PPA properties in particular

2. To inspire participants to care about the natural and cultural heritage of the Beaver Hills and their stewardship.

3. To involve participants in appropriate activities in PPAs and in the stewardship of these lands and the entire Beaver Hills.

Target Audiences

The focus of interpretation services will be on audiences who visit Beaver Hills PPAs. Audiences located outside of PPAs will be addressed in the Outreach Program Statement. For a detailed analysis of audiences, see the Audience Analysis and Market Review Chapters.

Key Characteristics

Key features of site visitors include:

- most are day users (e.g., nearly 100 % for CL–BGWPRA and over 70% at Miquelon Lake PP)
- a large majority are multiple repeat visitors
- most are from nearby communities (less than one-hour's drive from the site they visit
- many know the site well and its natural and cultural features
- the majority come to enjoy recreation activities and to have connections with nature

Requirements of Audience

The implications to HA service development and delivery are:

Repeat visitors
- require fresh experiences and activities to attract them to regularly take part in HA offerings

Knowledgeable visitors
- need HA services that go deeper than basic information about what is special about this place
- know about the sites and have experiences and observations that they want to share—HA services requires two-way communication and acknowledgement of their knowledge and contributions

Day Visitors
- need HA services that are flexible to their time-tables
  - drop-in type programs that they can:
    - start and finish when they want
    - engage in for a short or a long time, depending on their recreation time table

SAMPLE PAGES

Recreation–Focused Visitors
- need HA services that mesh with their recreation activities
  - take place before or after their recreation activity
  - are relevant to their main recreation and that they can do while they ride, hike or cross-country ski

Site-Specific Review of Visitor Characteristics

Cooking Lake–Blackfoot Grazing, Wildlife and Provincial Recreation Area

Primary Audiences
- adults in small groups
- families with one or more children
- both groups are mostly from the Edmonton area and are engaged in recreation activities (cross-country skiing, hiking, snowshoeing etc.)
- very strong visitation in winter for cross-country skiing
- majority are repeat users

Secondary Audiences
- equestrians - usually in pairs and sometimes large groups
- amateur astronomers (especially during late fall and winter evenings)

SAMPLE PAGES

Miquelon Lake Provincial Park

Primary Audiences
- families with one or more children
  - day users
  - most frequent during summer weekends
  - majority are repeat visitors
- mostly from the Edmonton area and are engaged in beach-related activities
  - also hiking in summer

Secondary Audiences
- adults in small groups
  Campers
  - most frequent during summer weekends
  - majority are repeat visitors
  - significantly smaller numbers than day users

Other PPA Properties
- adults at the understanding, action and leads levels of the PPA stewardship Model
  - may be community stewardship group or club members
- families with one or more children
  - day users

- most frequent during summer
  all day on weekends
  evenings on week days
- majority are repeat visitors

• mostly hiking and bird watching

Off-site Participants

• see Community Outreach Program Statement

Personal Interpretation Services

Introduction

Personal services are the ranges of HA activities where staff and/or volunteers interact directly with participants.

Rationale

Most HA professionals, including leading writers and researchers, consider personal HA services to be the most effective way of reaching most audiences, especially if HA staff are helping the audience discover and explore natural and cultural heritage in real settings.

Personal HA services are also relatively expensive (usually requiring paid staff, or paid volunteer coordinators if volunteers are providing HA services), and require professional skills in planning, developing, delivering, supporting and evaluating HA services. Ideally, HA staff and volunteers need broad knowledge of the topics and region in order to facilitate two-way communication with the audience, answer questions and take learning to the inspire and involve levels.

HA managers with limited staff and budget must be prepared to pick and choose opportunities to deliver personal HA services, and also to be creative in finding ways to deliver these services (this will be discussed more fully in the Partnership Program Statement).

Focusing on Target Audiences

Many types of personal interpretation services can be very flexible. These adaptable program types are best suited to the large numbers of repeat/dayuse visitors to the main PPA sites in the Beaver Hills (for more details on audiences see page 11 of this chapter and the Market Analysis and Audience Analysis chapters of this plan).

Linkages

Linkages are connections with other groups and agencies, researchers and individual experts.

Any of these may lead or participate in personal HA services through various collaborative arrangements (see Collaboration Analysis chapter).

Key potential partners include:

Primary Potential Partners
• **The Friends of Cooking Lake–Blackfoot Society**
• Elk Island National Park including the *Friends of Elk Island Society*
• **Strathcona Wilderness Centre**
• **The Nature Conservancy of Canada**
• **Ducks Unlimited Canada**
• **The Royal Astronomical Society: Edmonton Centre**
• **The Odyssium**
Secondary Potential Partners
• **Edmonton Bird Club**
• **Edmonton Natural History Club**
• **Edmonton Naturalization Group**
• **Federation of Alberta Naturalists**
• **Beaverhill Bird Observatory**
Tertiary Potential Partners
• **Beaverhill Nature Centre (Town of Tofield)**
• **Ukrainian Cultural Heritage Village**

Linkages may also include simply the mention of services and programs provided by other groups and agencies.

SAMPLE PAGES

Themes

All themes can be addressed by personal HA services when tailored to meet specific target audiences. The figure below lists the importance of each theme with respect to personal HA services (see the Themes Chapter for details of provisional themes, subthemes and concepts).

Theme	Importance
Theme A: Parks And Protected Areas preserve the natural landscapes, features, and biodiversity of the Beaver Hills, for present and future generations.	••••
Theme B: Parks and Protected Areas contribute to the sustainable functioning of ecosystem services by protecting natural landscapes and features.	••••
Theme C: Parks and Protected Areas preserve the cultural features of the Beaver Hills for present and future generations	••••
Theme D: The Beaver Hills remain a diverse natural landscape close to one of Alberta's major cities, and provides a wide range of outdoor recreation and heritage tourism opportunities!	•••••
Theme E: Parks and Protected Areas in the Beaver Hills enrich human well being physically, mentally, and spiritually.	••••
Theme F: Stewardship in the Beaver Hills, and beyond, is everyone's responsibility	•••
Key ••••• Very High Priority •••• High Priority ••• Important •• Low Priority • Very Low Priority	

SAMPLE PAGES

Chapter 10
Program Statements

Selecting Personal HA Media

This section is intended to provide HA staff with tools that will assist them in choosing effective and appropriate personal media for HA services. Also see the Delivery Options chapter of this plan).

Good practice in HA service delivery recognizes that selection of HA media is best left up to the individual HA staff who will be planning and delivering the service. This allows the individual to work with her or his personal strengths and passion to develop an effective HA offering. That said, it important that the choices are also based on:

- audience characteristics
  Key points include:
  - most are day visitors
  - most are repeat audiences who know the site
    - will need opportunities to share their knowledge and opinions
    - will be interested in making their own discoveries on their own time (may not be interested in scheduled programs)
- site resources and features
  - these are the factors that make PPA sites different and appealing compared to mass media (radio, television and videos)
- communication and learning style
  - media that promote inquiry and two-way communication are good practice
- current site management issues
  - these can be incorporated into existing HA offerings
- the PPA key message framework
- appropriateness regarding themes

Strategic Use of Personal HA Media

Different personal HA media and techniques have strengths that can be exploited for success. For example, some techniques such as Point Duty allow participants to choose the time and duration of their interaction with HA staff and engagement in the HA activities they are providing. This makes this technique ideal for HA services on a beaches and other places where visitors congregate for recreation and relaxation.

Key functions of personal HA services include:

Making Initial Contact

- increasing the profile of HA services
  - this often targets people who are not regular users of HA services
  - the objective here is provide a short pleasant introductory interaction
  - possibilities for longer interactions can be built in to accommodate people who have developed or already have an interest in the topic or activity
- HA staff make the participant feel comfortable and valued
  - two-way communication is beneficial
- the looked for result is that the participant will look for and take part in more HA services
- personal contact is increasingly important at higher levels of the PPA Stewardship Model

Lead the Audience

Participants will learn *what is special about this place* within the framework of the HA themes

Other objectives include:
- enticing participants to take part in other HA activities
- giving participants a reason to want to return to the site in a future visit

- HA staff usually act as leaders or guides conducting participants through a set presentation
- these are usually HA services that are scheduled to take place at a certain location, time and day of the week
- this type of activity is often strongest with first-time audiences and people who have not come often to the site
- the key objective here is to show and tell

SAMPLE PAGES

Recommended Focus of Personal HA Services

Based on the discussion above, EcoLeaders recommends the following focus of Personal HA services:

HA Service	% Effort
Making Initial Contact*	20
Leading Audiences	20
Engaging Audiences	60

* Note that some of this will also be conducted through non-personal media especially mass media.

Making Contact and Leading Audiences correspond to "Lighting the Spark" in the PPA Stewardship Model. Engaging Audiences corresponds to "Fanning the Flames."

Figure 10.2: Personal HA Media That are Strongest for Leading Audiences
School On-site
School Off-site
Community Outreach
Campfire Program
Visual and Performing Arts
Characterization
Living History
Staffed Participatory Setting (Visitor Centre)
Volunteer and Partner Learning
Demonstration
Activity Program
Guided Tour
Talk (Seminar)

Cost Recovery

PPA has established a scale for charging for HA services. HA staff must follow these guidelines for charging for personal HA services.

Additional Guidelines for Setting HA Service Fees

HA services proposed in this plan go beyond those covered in the current fee schedule (e.g., workshops and musical presentations by collaborators or contractors). The following general guidelines will help until more detailed guidelines are developed:

- fees should reflect amount of HA effort and resources invested in the HA offering
- popular HA service may charge extra in order to support those HA services that for various reasons cannot charge fees

Best Options for Cost Recovery

Cost recovery is an important reality of HA services. However, HA staff must be cautioned that making money from HA services is not the central objective. HA services must first of all fulfill the mandate of PPA. Cost recovery and revenue will enable HA staff and collaborators to provide more and better services. In some situations, popular, lucrative, though moderately effective (in the learning and inspirational sense) HA services may raise funds that will be used to support more effective program types that can not raise revenue, or are targeted at key audiences that are unable to pay for services.

SAMPLE PAGES

Figure 10.3: Personal HA Media That are Strongest for Engaging Audiences
Projects
Courses and Workshop
Personal Contact
Volunteerism
Leader Training
Long Term Program
Public Meeting

Figure 10.4: Options for Cost Recovery

HA Method	Potential for Revenue Generation	Requirements
Activity Program	high	• booking and registration system • limited registration
Campfire Program	high	• booking and registration system
Characterization	low	
Dramatic Presentation	high	• booking and registration system • venue with controlled access • high quality acting and production values
Demonstration	low	
Guided Tour	high/ moderate	• booking and registration system • limited registration
HA Event	high/ moderate	• booking and registration system • venue with controlled access • high quality activities and presentations
HA Roving	low	
Information by Phone	low	
Leader Training	high	• booking and registration system • quality trainers and training materials
Living History	moderate	• venue with controlled access and ability to collect entrance fee
Long Term Program	high	• booking and registration system • quality leaders and learning materials
Participatory Setting (Visitor Centre)	moderate /low	• venue with controlled access and ability to collect entrance fee • quality exhibits and presentations • regular introduction of new exhibits to attract repeat visitors
Point Duty	low	
Projects	moderate	• booking and registration system • must include quality training • tools and equipment supplied by PPA or collaborators
Public Input Meeting	low	
Step-On Guide	high	• booking and registration system • collaboration with bus company
Talk (Seminar)	moderate	• booking and registration system • venue with controlled access • high quality presentation and production values
Visual and Performing Arts	high	• booking and registration system • venue with controlled access • high quality acting and production values
Volunteer and Partner Learning	low	
Workshop	high	• quality instructor • materials supplied • booking and registration system • limited registration • comfortable venue

SAMPLE PAGES

Chapter 10
Program Statements

Non-personal Interpretation Services

Introduction

Non-personal services are the ranges of HA services where staff and/or volunteers do not interact directly with participants.

Rationale

Alberta Parks and Protected areas has few HA staff and a large area and population to serve.

At the time of writing there was one permanent HA officer and one seasonal serving two major PPAs with high visitation (Miquelon Lake and CL–BGWPRA) as well as the smaller, lower visitation PPAs (e.g., Natural Areas). PPA regional management has indicated that the staffing levels are likely to remain at these levels for the foreseeable future.

Although it is recognized as preferred good practice to provide personal services to a high percentage of visitors, it is not possible to with low staffing levels. Many agencies face this challenge through the provision of non-personal services.

Non-personal HA services range from low cost to extremely expensive. All require knowledgeable, skilled staff, contractors or volunteers to design, produce and support them.

HA managers with limited staff and budget must be prepared to strategically choose non-personal HA services and media that are effective (reach an important target audience and produce results) and are cost effective.

Focusing on Target Audiences

Only some non-personal interpretation media can be provide the flexibility needed for addressing the large numbers of repeat/dayuse visitors to the main PPA sites in the Beaver Hills (for more details on audiences see page 11 of this chapter and the Market Analysis and Audience Analysis chapters of this plan).

Linkages

Linkages are connections with other groups and agencies, researchers and individual experts.

Any of these may lead or participate in non-personal HA services through various collaborative arrangements (see Collaboration Analysis Chapter).

Key potential partners for developing new non-personal HA services include:

Primary Potential Partners
• **The Friends of Cooking Lake–Blackfoot Society**
• **Alberta Government Sustainable Resource Department *Public Lands and Forest Division***
• **Alberta Government Sustainable Resource Department *Fish and Wildlife Division***
• **Alberta Government Sustainable Resource Department Forest Protection Division** *Junior Forest Warden Program*
• **The Nature Conservancy of Canada**
• **Volunteer Stewards Program**
• **Ducks Unlimited Canada**
• **Cows and Fish Program, Alberta Riparian Habitat Management Society**
• **The North Saskatchewan Watershed Alliance**
• **The Royal Astronomical Society**
• **The Odyssium**
• **Universities and Other Research Institutions**
• Elk Island National Park including the *Friends of Elk Island Society*
Secondary Potential Partners
• **Edmonton Natural History Club**
• **Edmonton Naturalization Group**
• **Federation of Alberta Naturalists**
• **Beaverhill Bird Observatory**
Tertiary Potential Partners
• **Kalyna Country Ecomuseum Trust Society**
• **Beaverhill Nature Centre (Town of Tofield)**

SAMPLE PAGES

Additional linkages may include simply the mention of services and programs provided by other groups and agencies.

Themes

All themes can be addressed by personal HA services when tailored to meet specific target audiences. The figure below lists the importance of each theme with respect to non-personal HA services.

Theme	Importance
Theme A: Parks And Protected Areas preserve the natural landscapes, features, and biodiversity of the Beaver Hills, for present and future generations.	•••
Theme B: Parks and Protected Areas contribute to the sustainable functioning of ecosystem services by protecting natural landscapes and features.	•••
Theme C: Parks and Protected Areas preserve the cultural features of the Beaver Hills for present and future generations	•••
Theme D: The Beaver Hills remain a diverse natural landscape close to one of Alberta's major cities, and provides a wide range of outdoor recreation and heritage tourism opportunities!	•••
Theme E: Parks and Protected Areas in the Beaver Hills enrich human well being physically, mentally, and spiritually.	••••
Theme F: Stewardship in the Beaver Hills, and beyond, is everyone's responsibility	••••
Key ••••• Very High Priority •••• High Priority ••• Important •• Low Priority • Very Low Priority	

SAMPLE PAGES

Chapter 10
Program Statements

Selecting Non-Personal HA Media

This section is intended to provide HA staff with tools that will assist them in choosing effective and appropriate personal media for HA services.

Good practice in HA service delivery recognizes that selection of HA media is best left up to the individual HA staff who will be planning and delivering the service. This allows the individual to work with her or his personal strengths and passion to develop an effective HA offering. That said, it important that the choices are also based on:

- audience characteristics
  Key points include:
  - most are day visitors
  - most are repeat audiences who know the site
    - will need opportunities to share their knowledge and opinions
    - will be interested in making their own discoveries on their own time (may not be interested in scheduled programs)
- site resources and features
  - these are the factors that make PPA sites different and appealing compared to mass media (radio, television and videos)
- communication and learning style
  - media that promote inquiry and two-way communication are good practice
- current site management issues
  - these can be incorporated into existing HA offerings
- the PPA key message framework
- appropriateness for themes

Strategic Use of Non-Personal HA Media

Different non-personal HA media and techniques have strengths that can be exploited for success. For example, some techniques such as self-guided trails and self-guided activity packs allow participants to choose the time, duration and location of their engagement in an HA activity. This makes these media ideal for HA directed at day users. If these media can be regularly changed, refreshed or updated they will also be able to accommodate regular repeat visitors.

Incorporating Two-way Communication

A major weakness of non-personal interpretation is that is very difficult to incorporate two-way communication that allows participants to contribute observations and interpretations of their findings. One solution is to integrate personal and non-personal media into programming. Examples include providing self-guided quizzes, activity packs and scavenger hunts from a point duty station, visitor centre or park office. HA staff can personally brief and debrief participants at the beginning and end of the self-guided activity.

SAMPLE PAGES

Another option is to provide visitors with an opportunity to provide written feedback after a self-guided activity such as:

- a wildlife sighting board at trail heads and staging areas
- observation and comment sheets that can be handed in at visitor centres and park offices

Key Functions of Non-personal HA Services

Provide Information

- here HA staff develop and combine text images and sometimes sounds, moving pictures, artifacts, objects and models to tell a story about cultural and natural history
- the key objective here is to show and tell participants *what is special about this place* within the framework of the HA themes
  Other objectives include:
  - giving participants a reason to want to return to the site in a future visit

Engage the Audience

- the key objective here is to inspire and involve participants in doing active things (observe, touch, listen) and asking questions,

Visitor Centres Program Statement

Introduction

There are currently two PPA visitor centres in Beaver Hills. One is located near the entrance of the Waskahegan Staging Area in Cooking Lake–Blackfoot Recreation, Wildlife and Grazing Area (see the Cooking Lake–Blackfoot Millennium Heritage Interpretive Centre page 2.67 in the Features Inventory chapter) and the second is located adjacent to the main day use parking lot in Miquelon Lake Provincial Park (see page 2.87 in the Features Inventory chapter). We do not see the need for PPA visitor centres at any other property in the Beaver Hills.

Neither visitor centres was pupose-built as a visitor centre. The Cooking Lake–Blackfoot Millennium Heritage Interpretive Centre was originally a staff residential building that was modified by the Friends of Cooking Lake–Blackfoot cooperating association. It is staffed by volunteers of the society and in the summer of 2004, it was staffed by two volunteers in the Campground Host program.

The Miquelon Lake Visitor Centre is a modified summer concession building. It is open during the summer and staffed by HA staff.

Due to budget constraints, it is unlikely that visitor centre buildings will be replaced by new structures during the time that this plan is in place. However, this program statement can be used if the current buildings are modified or enlarged or in the unlikely occurrence that funds for new visitor centres becomes available in the next ten to fifteen years.

Functions

Both visitor centres provide orientation plus personal and non-personal interpretation to visitors.

Key Objectives of the Visitor Centres

The overall Beaver Hills HA Theme will guide the services provided at these two buildings.

Visitors entering the building will be inspired to go out into the park to explore, experience, learn—and then to return to the building at a later time or date to share their experiences with staff and other visitors and for more incentive for their next excursion. Visitors will see the visitor centre buildings as portals to adventure.

For both visitor centres, we recommend that all themes and other program planning elements be reflected in the personal and non-personal programming delivered. Not all concepts will need to be represented—many will be better addressed through on-site park activities.

SAMPLE PAGES

The Visitor-Focused Approach

With a very high percentage of the target audience being day users and return visitors, a radically different approach from the traditional visitor centre will be required.

Key functions of the visitor centres will be to:

- inspire and involve these visitors to:
  - go out into the park to make discoveries
  - interact with the site's natural and cultural resources in low impact ways
  - return with questions to be answered by HA staff or volunteers and other visitors and to share their observations and discoveries
  - visit parts of PPAs that they may not have been to before
  - return to familiar places to observe seasonal changes and to experience long-term processes over a period of years
  - become involved in research and conservation projects taking place in the park
  - become active stewards and advocates of the Beaver Hills
- assist new visitors to:
  - become aware of the site's Heritage

Appreciation and recreation opportunities
- become aware of, appreciate and understand the natural and cultural heritage of the sites

General Design Implications

Building Guidelines

In the unlikely occurrence of new buildings being constructed, we recommend the following design parameters. These can also guide any changes to the existing visitor centres.

Entrance Design

The entrance/reception area is one of the most important areas of the Visitor Centre. It must:

- project a welcoming atmosphere, a feeling of activity to encourage visitors to return often
- project the theme of the Beaver Hills
- be designed so that entrance fees or donations can be collected
- wide doorways (double doors) to public areas

SAMPLE PAGES

Visitor Flow Within the Building

A one-way visitor flow through the public area should be facilitated to accommodate visitor exploration especially at times of peak visitation such as during special events. This would entail a separate entrance and exit.

Trails

The key objective of both Visitor Centres being to encourage and provoke visitors to go out into the PPA or further afield in the Beaver Hills, the Centre should directly interface with a series of trails. It will be important to build new sections of trails to connect the Miquelon Visitor Centre with existing trails so that people leave the visitor centre and engage on a trail activity without getting back into their vehicles. These will take participants to nearby important landscape features and sites thereby facilitating:

- the tailoring of personal on-trail programs to the HA topics and the needs of target audiences
- pedestrian access to the Visitor Centre from areas of visitor concentration

Landscaping

The building's setting should support HA services through:

- use of native plants for landscaping
- modeling landscaping for water conservation and ecological integrity

- emphasizing ease of pedestrian access

Universal Access Design
Whenever possible all components of the Visitor Centre, including the parking lot and access trails, should comply with Canadian or Alberta universal design standards:
- in wheelchairs
- with hearing disabilities
- with visual disabilities

Green Building Practices
To reflect and model PPA environmental stewardship goals, the design and construction or upgrades of the visitor centres should reflect current good practice in environmentally friendly techniques such as:
- water conservation systems
- energy efficient building design
- use of local materials that fit as many of the following criteria as possible:
  - require low energy inputs for manufacture
  - are made from renewable resources
  - produce a minimum of toxic materials in the manufacturing process
  - release a minimum of toxic materials into the Visitor Centre environment (e.g., synthetic carpeting gassing-off formaldehyde)
  - locally produced—require less energy expenditure for transportation
- power efficient lighting and ventilation
- low energy consumption heating and cooling equipment

Building For Climate Change
Environment Canada predicts that in the near future, the climate of the Canada including the central Alberta may be hotter and dryer. We are to expect:
- an increased frequency and intensity of extreme weather events (storms/droughts)
- global temperatures rise 1 to 3.5°C (maybe 4 to 10°C in higher latitudes)
- forests–greater risk from pests, diseases and fires
- damage to our water sources (quality and quantity)

It will be necessary to design the Visitor Centre anticipating these changes especially:
- higher than current normal summer temperatures
- occasionally lower winter temperatures
- a decreased water supply
- increased fire danger

Site Location
Any new Visitor Centre must be located close to major visitor activity areas. These currently include:

Miquelon Lake Provincial Park
- the main day use area and beach

CL–BGWPRA
- the parking lot of the Waskahegan Staging Area

Components

Priority of Components
The components described below have been prioritized for any new visitor centre.

Outdoors

Access Trails
⇛ **Objective:**
Multi-use trails will connect the main entrance of any new Visitor Centre to the main visitor zones as well as facilitating HA programming.

➥ **Program Parameters**
- accommodate high volumes of pedestrians (including adults with children in strollers)
- accommodate cyclists
- meet Alberta universal access standards
- avoid terminating at parking lots
- avoid running parallel to nearby roads
  This will:
  - increase safety
  - provide a more enjoyable walk

Access Roads
⇛ **Objective:**
Road access will convey visitors' vehicles safely and efficiently to the Visitor Centre and its parking lot. Although pedestrian and bicycle access will be available, it is expected that many visitors will come by motor vehicles.

SAMPLE PAGES

Education Program Statement

Introduction

The grounding for the Education Program can be found in the Curriculum Analysis (Chapter 6 and the Review of Presentations Options (Chapter 9). These chapters provide a grounding in content and effective presentation options.

Education programming focused on public and private schools has long been one of the services delivered in the Alberta Provincial Park system. Today, the mandate has expanded to also include preschool and post secondary education groups.

School programming refers to all HA personal and non-personal services aimed at school children and other formal education groups.

Personal services include all programs led by HA staff, volunteers and partners (e.g., guided walks, stream studies, projects, etc.). Non-personal services include those that do not require presenters (e.g., teacher-led visits, workbooks/work sheets, audio-visual presentations, web sites etc.).

SAMPLE PAGES

Objectives

The key objectives for education services in the Beaver Hills region include the following:

1. To provide education services that mesh with the mandate of Parks and Protected Areas (see Foundations chapter), the themes, subthemes and concepts of the Beaver Hills HA Development Plan, the science and social studies curriculum set out by Alberta Learning (for grades K–12) and the course curricula developed for post-secondary courses.
2. To inspire students to care about the natural and cultural heritage of the Beaver Hills and their stewardship.
3. To enable students to participate in appropriate activities in PPA properties and participate in the stewardship of these properties and the entire Beaver Hills.

Rationale

Education programs provide an opportunity for HA services to reach a wide number of people, including the children of families that do not choose to visit Parks and Protected Areas. These programs have the potential to reach students from all segments of communities. This will be especially true for programs where HA staff travel to schools, even to those that do not have funds to travel to a PPA property to take part in a program.

Students that have had positive experiences with education programs on PPA properties or at school with staff from PPA properties, will communicate their experiences to their parents, siblings and friends thereby increasing the positive profile of PPA in the Beaver Hills. They may share their learning within their community and perhaps encourage future visits to PPAs by the entire family.

Also, education services that fit directly into a student's science or social studies curriculum will assist teachers in providing students with a broader education experience that features discovery learning and experiential education. These direct connections to curriculum will also strengthen the position of HA services as an essential function of PPA, thereby the long-term survival of HA within Parks and protected areas. See the Curriculum Analysis (Chapter 6) for more information.

Target Audiences

The key target audiences in order of size and importance include students in:

- grades K-12
- community colleges and universities
- preschool

For a detailed analysis of audiences, see the Market Review Chapter of this plan.

Grades K-12

This is by far the largest market for education services. Within a one to one and one half hour drive from CL–BGWPRA and Miquelon Lake the number of potential contacts is huge (see Figure 10.7).

Figure 10.7: Student Population 2003-2004

School Division	Student Enrollment	Total number of Schools
Edmonton Public School Division No. 7	82,154	202
Edmonton Catholic School Division No. 7	30,974	91
Elk Island Public School Reg Dive No 14	16,200	44
Elk Island Catholic Separate Regional Division #41	5,600	15
Battle River Regional Division #31	7,700	37
St. Thomas Aquinas Roman Catholic Separate Regional Division No. 38	580	2
Black Gold Regional Division No.18	8,100	25

SAMPLE PAGES

Also, contact with other education-providing agencies and groups in Edmonton and within the Beaver Hills indicates that the they feel this market is so large that they would not oppose the expansion of education services by PPA in the Beaver Hills or Edmonton area.

Community Colleges and Universities

Most of this group are at the undergraduate level. This is a relatively small market with student numbers in the hundreds. However, the types of studies that students take part in (e.g., plant and wildlife censuses, ecological investigations and the effects of interactions between people and wildlife) fit very well into the PPA mandate for learning more about the ecology of PPA properties for management purposes, and more.

Preschools

Preschool students are children aged three to five. The key function of education services to this group are to engender the idea that natural areas and historic sites are fun to visit and to increase the profile of PPA to their families. They are less likely to visit if a long bus ride is required. See the Curriculum Analysis (Chapter 6) for more information.

Linkages

Linkages are connections with other groups and agencies, researchers and individual experts who provide education services.

Any of these may lead or participate in education-focused HA services through various collaborative arrangements (see Partnership Analysis, Chapter 7).

Key potential partners include:

Primary Potential Partners
• **The Friends of Cooking Lake–Blackfoot Society**
• Elk Island National Park including the *Friends of Elk Island Society*
• **Strathcona Wilderness Centre**
• **The Nature Conservancy of Canada**
• **Ducks Unlimited Canada**
• **The Royal Astronomical Society: Edmonton Centre**
• **The Odyssium**
Fish and Wildlife Division **Sustainable Resource Department**
Secondary Potential Partners
• **Edmonton Natural History Club**
• **Edmonton Naturalization Group**
• **Federation of Alberta Naturalists**
• **Beaverhill Bird Observatory**
Tertiary Potential Partners
• **Beaverhill Nature Centre (Town of Tofield)**
• **Ukrainian Cultural Heritage Village**

SAMPLE PAGES

Linkages may also include simply the mention of services and programs provided by other groups and agencies.

Themes

The figure below lists the importance of each theme with respect to education-focused HA services (see the Themes Chapter for details of themes, subthemes and concepts).

Theme	Importance
Theme A: Parks And Protected Areas preserve the natural landscapes, features, and biodiversity of the Beaver Hills, for present and future generations.	••••
Theme B: Parks and Protected Areas contribute to the sustainable functioning of ecosystem services by protecting natural landscapes and features.	•••
Theme C: Parks and Protected Areas preserve the cultural features of the Beaver Hills for present and future generations	••••
Theme D: The Beaver Hills remain a diverse natural landscape close to one of Alberta's major cities, and provides a wide range of outdoor recreation and heritage tourism opportunities!	•••
Theme E: Parks and Protected Areas in the Beaver Hills enrich human well being physically, mentally, and spiritually.	•••
Theme F: Stewardship in the Beaver Hills, and beyond, is everyone's responsibility	••••
Key ••••• Very High Priority •••• High Priority ••• Important •• Low Priority • Very Low Priority	

SAMPLE PAGES

Partnership Program Statement

Introduction

The foundation for this program is the Analysis of Potential Collaborators (Chapter 7). This chapter identifies key criteria for choosing partners and developing collaborations, and identifies key potential partners. Chapter 9, Review of Presentation Options is also a driving force in the development of partnerships.

Collaboration is defined as working together on joint projects. Chapter 7 provides clear definitions of the various stages of collaboration and identifies three groups of potential collaborators:

- highly desirable
- secondary
- tertiary

For HA in the Beaver Hills these collaborations may include:

- working with partners to develop and deliver HA and school-based activities and services
- collaboration with other agencies and NGOs on marketing HA services
- providing participants with opportunities to contribute to stewardship initiatives in the Beaver Hills

Objectives

1. To increase the scope of HA services in the Beaver Hills through:
   - working with other agencies groups and individuals to provide a wide variety of appropriate HA experiences
   - reducing duplication of effort thereby freeing scarce time and resources for other HA services
2. To build trust, understanding and cooperation between PPA and other agencies, groups and individuals in the Beaver Hills.
3. To enable a wide spectrum of participants to participate in the stewardship of the Beaver Hills.
4. To increase the competence and capacity of all HA service providers (including PPA) in the Beaver Hills through communication and sharing of experience, expertise and materials.

Rationale

First, PPA and many of the agencies and groups that provide HA services in the Beaver Hills have limited budgets, facilities and staff. All can be more effective if they work together to deliver a broader spectrum of programs and services.

Second, regular collaboration, cooperation and sharing of training opportunities can reduce the isolation of HA staff. PPA's HA staff in the Beaver Hills is limited to one permanent and one seasonal staff. Regional management has indicated that this is not likely to increase in the next five to ten years. Many other HA service providers in the region also have small isolated staff who can benefit from regular communication with peers in the region.

Third, many individuals and groups in the Beaver Hills and in the Edmonton area have strong stewardship skills and interests that are consistent with the mandate of Alberta Parks and Protected Areas. PPA and HA staff have many opportunities to work with these groups to develop stewardship initiatives, public education and stewardship projects within PPA properties and on broader projects within the Beaver Hills.

HA managers with limited staff and budget must be prepared to pick and choose opportunities to deliver personal HA services, and also to be creative in finding ways to deliver these services.

SAMPLE PAGES

Target Audiences

The target audiences for collaboration are very broad ranging from visitors to site neighbours to other HA service providers and groups and individuals that are working toward stewardship of the Beaver Hills. Figure 10.8 links the key target audiences to the objectives of collaboration.

Figure 10.8: Connecting Target Audiences to Collaboration Objectives

Key: Strong Connection
◉ Moderate Connection
◎ Weak Connection

	Objectives			
Target Audiences	**1**	**2**	**3**	**4**
Landholders and Residents of the Beaver Hills	◎	◎		◎
Visitors to PPA properties in the Beaver Hills	◎	◎		◎
Other Agencies and Groups in the Beaver Hills who provide HA services			◉	
Other Agencies and Groups who are Working Toward the Stewardship of the Beaver Hills	◉			◉
Individuals and Groups who want to Contribute to the Stewardship of the Beaver Hills	◉			◉

SAMPLE PAGES

Developing a Collaboration Strategy

The spectrum of possible collaborations is very broad in the Beaver Hills. HA staff will have to phase in collaboration over many years to reach the full potential of sharing resources and expertise with other HA service providers and providing a broader spectrum of HA services to customers in the Beaver Hills region.

Collaboration With other HA Service Providers

Objectives

The key objectives of this type of collaboration are to:

- reduce duplication of effort
- increase the scope of HA services provided in the Beaver Hills

To do this the following are required:

- regular communication
  - at least twice yearly
  - much better if quarterly or monthly
  - can focus on:
    - exchange of knowledge of target audiences
    - information about natural and cultural history of the region
    - successes and failures in providing services
    - discussions on new information on communication and learning theory, new technologies that can be applied to HA etc.
- development of understanding of strengths and weaknesses of other HA service providers
  - includes:
    - HA resources
    - skills of individuals providing HA services
    - materials and equipment available
    - techniques used
- development of trust and respect for each other

Through the process of communication, sharing and trust-building, PPA HA staff and the HA and education staff and volunteers other groups and agencies will be able to investigate opportunities for:

- contracting each other for particular services (e.g., PPA might contract Strathcona Wilderness Centre to provide a series of cross-country ski clinics at CL–BGWPRA)
- sharing information (e.g., inviting guest speakers such as stewardship experts to make presentations to HA staff) and training
- pooling resources to purchase equipment in bulk
- joint ventures in developing and delivering HA services

How to Achieve This

A formal or informal group of regional HA services providers is ideal. Options include:

Join the Elk Island National Park HA Group
At the time of writing, the superintendent of Elk Island National Park indicated that his HA staff have developed an informal group of HA service providers who meet fairly regularly. PPA HA staff should join this organization.

Develop an Interpretation Canada Hub
Interpretation Canada is the national professional organization for interpretation in Canada. Some if its recent initiatives are regional hubs (see Sidebar: Interpretation Canada Regional Hubs—How they Can Help).

Cornerstones of Collaboration Program

Regional HA staff and planners will need to develop a clear set of guidelines that direct the development of collaboration in the presentation of HA services, so that HA services presented on PPA properties or extension services that are provided under the PPA name:

- fit PPA foundations
  - do they fit the mandate of PPA?
- meet PPA standards for delivery
  - do they meet minimum levels of delivery, production value and value for money (if fees are charged)?

SAMPLE PAGES

Chapter 10
Program Statements

PPA Stewardship Program Statement

Introduction

Stewardship is a key mandate of Alberta Parks and Protected Areas (see Foundations, Chapter 1). Other key support for this chapter can be found in the Feature Inventory (Chapter 2), the Features Analysis (Chapter 3) and the Analysis of Presentation Options (Chapter 9).

Alberta's Land Stewardship Resource Centre (www.landstewardship.org/) defines land stewardship as:

> *…the practice of carefully managing land usage to ensure natural systems are maintained or enhanced for future generations.*

The centre goes on to identify four guiding principles of what is meant by *carefully manages usage*:

1. Caring for the system as a whole—understanding the fundamental roles and values of natural systems, building up biological fertility in the soil, incorporating an understanding of the ecological cycles on the landscape (water, energy, nutrients) and how land-use practices can either benefit, be in harmony, or negatively impact these cycles and other land-users, flora and fauna.
2. Resource conservation—maximizing efficiency and striving to reduce the one-time consumption of renewable and non-renewable resources; aiming for long-term optimization versus short-term maximization of production.
3. Maintaining, building and enhancing stability in Nature—maintain and encourage natural biological diversity and complexity; maintaining natural areas and functions on the land (wildlife habitat conservation).
4. Cultural values and ethics—caring for the health of the land for future generations and long-term economic stability; the link between civilization, urbanization, and the land-base and ecosystems that are vital to survival; the intrinsic value and right to exist of all life on Earth.

The Land Stewardship Resource Centre believes it is Cultural Values and Ethics where the very essence of land stewardship exists.

Land, water and air stewardship is about re-connecting with our dependence on earth, air, water and sunshine - and the abundance of life it supports.

A key part of stewardship is about feelings, the rediscovery of our natural feelings of awe and respect for nature. It involves restoring some of our sense of wonder and magic from childhood.

As well, stewardship is about preserving the capacity of the land for self-repair and renewal.

Objectives

People interested in becoming involved in stewardship activities may have developed their interests through participating in PPA interpretation, education or outreach services, though involvement with other agencies and groups in the Beaver Hills, or more likely through a variety of learning experiences and inclinations. The key objectives for the stewardship program in the Beaver Hills include the following:

1. To define good stewardship practice in the management of PPA properties.
2. To model good stewardship practice in the management of PPA properties.
3. To provide stewardship information and skills training to landholders and visitors to the Beaver Hills.
4. To inspire people to care about and value the natural and cultural heritage of the Beaver Hills.
5. To enable and empower people to take part in and to lead stewardship initiatives in the Beaver Hills. This last objective implies volunteerism—this is addressed in detail in this program statement.

Rationale

Developing the stewardship program is an important step in fulfilling PPA's mandate to not only inform visitors and potential visitors about the agency's important stewardship role, but to also empower and involve Albertans to participate and lead stewardship initiatives in their communities.

SAMPLE PAGES

Sidebar: The PPA Stewardship Model

Leads
- persuades others
- effects change in awareness, appreciation understanding and behaviour in others

Behaves
- displays positive behaviour in her/his actions
- tangible actions

Values
- considers the environment to have intrinsic worth
- the environment becomes an important part of her/his identity

Understands
- has in-depth knowledge
- precisely grasps meanings
- able to interrelate concepts

Appreciation
- can comment on the content and importance of specific environmental components

Aware
- has learned something about the natural and cultural environment
- can remember some elements

Unaware
- not equipped with specific or general knowledge

Unsupportive
- behaves in ways that do not support environmental citizenship

Fan the Flame

Light the Spark

Based on Environmental Education and Heritage Interpretation Task Force Report, Parks Canada, March 1992.

Target Audiences

The key target audiences for the PPA Stewardship Program are people and organizations that are at the upper levels of the PPA Stewardship Model. This includes people who:

- are developing an understanding or stewardship and its importance to their lives
- have a strong understanding of stewardship and are incorporating it into their values system
- value stewardship and are incorporating stewardship behaviours into their life styles
- understand and value stewardship and wish to lead their community in stewardship behaviours

The types of people that may fit these criteria may include:

- regular visitors to PPAs
- neighbours of PPAs who wish to steward their landholdings
- other landholders in the Beaver Hills

SAMPLE PAGES

Volunteer Management: A Good Example
An innovative youth involvement program in Greater Vancouver Regional Parks provides an inspiring example of what is possible. *Catching the Spirit* is a very successful outdoor environmental stewardship program designed by youth (12 to 20 years) for youth with adult supervision. Find out more at: www.catchthespirit.com.

Volunteerism

Almost all stewardship projects will involve volunteers. Two options are open to PPA:

- work with established volunteer organizations (see Linkages above)
- organize and work directly with individual volunteers

Working with Established Volunteer Organizations

This will involve some type of partnership or collaboration (see Partnership Program Statement).

Partnerships may require some type of contract or letter of understanding between PPA and the partner group or groups. Legal matters should be referred to PPA regional management. Many collaborations can be less formal, organized on a one-at-a-time basis.

Working Directly with Individual Volunteers

Successfully working with volunteers requires a volunteer management approach with corresponding support and a clear understanding of volunteer needs and motivations. This is discussed below.

SAMPLE PAGES

Demographic Profile

From Volunteer Alberta (www.volunteeralberta.ab.ca/aboutvolunteering/showhighlight.asp?linkid=19)

The ratio of volunteers

Gender	%	average volunteer time /yr
Men	46	160 hours
Women	54	140 hours

The average volunteer is:

- 35 to 44 years old
- employed full-time
- a university degree holder

This profile fits in well with the demographics of Sherwood Park—an area of high volunteer potential

Youth volunteerism (age 15 to 24 years) has just about doubled in the last 10 years

	%	average volunteer time /yr
• 1987	18%	174 hours
• 1997	33 %	125 hours

Community Outreach Program Statement

Introduction

Community outreach is a new program for PPA in the Beaver Hills. It is a response to the new directions of PPA (see Foundations Chapter 1). Other key grounding for this program can be found in the Analysis of Presentation Options (Chapter 9).

Objectives

The key objectives of the outreach program in the Beaver Hills include the following:

1. To extend contact with participants of on-site HA services beyond their visit and to enrich their on-site learning with further information and instruction.
2. To increase the profile of PPAs and HA services in the Beaver Hills.
3. To provide HA service to community groups and organizations.
4. To reach audiences that do not normally visit PPAs and do not usually take part in HA offerings.

Rationale

The foundations for HA in the Beaver Hills clearly indicate that HA services must extend outside of PPA property boundaries. PPA must extend its education and involvement initiatives to a greater audience than the people who already visit parks and protected areas.

The Community Outreach program attempts to reach and involve a broad spectrum of Albertans in the Beaver Hills and, when possible, assist them in developing their capacity to be stewards of PPA properties, the Beaver Hills and their own landholdings.

Target Audiences

The key target audiences in order of size include:

A. People in the region who do not visit PPAs
B. Past participants in HA services in the Beaver Hills
C. Community service groups that do or could use HA services on- or off-site (e.g., Junior Forest Wardens, Scouts/Guides, 4-H)
D. Provincial government decision-makers who control planning and funding of PPA and HA programs

These audiences are very broad and diverse and will require a wide spectrum of services.

Linkages

Potential linkages will vary with target audiences (see figures 10.15–10.18.

SAMPLE PAGES

Figure 10.15: Potential Partners to Work with to address *A. People Who do not Visit PPA Properties*
• The Friends of Cooking Lake–Blackfoot Society
• Elk Island National Park including the *Friends of Elk Island Society*
• Strathcona Wilderness Centre
• The Nature Conservancy of Canada
• Provincial Museum of Alberta
• The Odyssium
• The Royal Astronomical Society: Edmonton Centre

Special Events Program Statement

Introduction

The grounding for this program can be found in the Foundations (Chapter 1), Features Inventory (Chapter 2), the Features Analysis (Chapter 3) and the Analysis of Presentation Options (Chapter 9).

Special events attract crowds and media attention. They can range from sporting events such as the Birkebeiner through interpretive events such as the Snow Goose Festival to simple recreation events such as Family Fun Days, a Miquelon HA offering from days gone by. They generally have with a spectator element and an undemanding drop-in format for these spectators. Admission is often free.

Objectives

HA involvement in special events may have different objectives from those of collaborating event organizers. HA staff may get involved or organize their own special events to:

1. Attract media attention, to increase and maintain the profile of PPA in the Beaver Hills, especially to people within a one-hour drive of PPA sites.
2. Attract first-time visitors to PPA sites to familiarize visitors with what's available so close to the city
3. Attract first-time visitors to PPA sites as intake/ recruitment of new HA participants who may later participate at higher levels of the HA Stewardship Model
4. Frame PPA sites as positive, happening places with people, colour and action
5. Contribute to solutions for visitor management issues
6. Perhaps to provide recreation, a low priority objective of HA, through special events and sporting events with no HA content but supported in some way by HA

Rationale

At present, there is a feeling among PPA managers and HA staff that the Beaver Hills is the Edmonton areas's best kept secret. It boasts the regions' largest area of trails and natural areas, and has abundant wildlife activity such as waterbird migration and breeding. But staff recognize that many PPA sites such as Cooking Lake-Blackfoot Grazing, Wildlife and Provincial Recreation Area are under-used. Senior PPA officials have also commented that the province's capital region appears to lack an attractive regional recreation zone especially when compared to Kananaskis Country in the Calgary region.

Special events have the potential to fulfill two functions at once: the information/orientation role above, and an interpretive or recreation role as well, depending on how the particular special events are designed. As well, special events are an easy, one-shot way to get acquainted with partner groups and agencies because they are generally involved in special events. This addressed the PPA partnership agenda.

SAMPLE PAGES

Target Audiences

The general target audience for most special events will be local residents within a one-hour drive, particularly people who have never visited a PPA site before. Any segment of the local audience may also be targeted (see Strategic Uses below).

Requirements of Audience

First-time visitors

- require easy, limited participation at their own pace in a drop-in format
- usually some passive spectator-type opportunities, even if brief
- require accurate, detailed directions to event

Tourism Program Statement

Introduction

Tourism refers to destination visits to the park by people on holiday. Tourists are usually people from a fair distance away from the park who come to recreate and often, to learn about the landscape and history.

The Market Review (Chapter 4) in this plan indicates that tourism is a minor market at present and is likely to remain so for the immediate future.

Stepping onto the tourism path and providing more in-depth services for tourists may mean moving towards a business model and away from the traditional public service model. This may be appropriate in view of current trends in interpretation, the department's new position within the Ministry of Community Development, and the revitalization interest in financial sustainability.

Objectives

Objectives for the tourism program include:

1. Promote regional tourism.
2. Work with public and private tourism operators to provide tourists with a complete package of activities in the region.

Rationale

As part of the Ministry of Community Development, Alberta Parks and Protected areas has a mandate to promote and support tourism in the region (see Foundation, Chapter 1 and Market Review, Chapter 4)

Target Audiences

Audiences have been identified and analyzed in previous chapters. The key targets are:

- Albertans from outside the region
- Canadians from outside Alberta
  - several tour buses stop off at the park each year
- Americans
- International
  - tourists from Japan and Europe

At present all these audiences are very small. Most tourists that come to the Edmonton area stay with family and friends (see Market Review, Chapter 4).

Tourists enjoy adventure, learning and meeting local people and getting a sense of the lives they lead, plus an element of exclusivity.

SAMPLE PAGES

Linkages

Potential linkages will vary with target audiences (see Figure 10.19.

Figure 10.19: Potential Tourism Partners
• Kalyna Country Ecomuseum Trust Society
• Travel Alberta
• Elk Island National Park including the *Friends of Elk Island Society*
• Ukrainian Cultural Heritage Village

PPA can join the Kalyna Country Ecomuseum Trust Society so that it can take part in the Society's on-line and print-based promotion.

PPA may be better advised to work out reciprocal promotions with major destinations like Elk Island National Park and the Ukrainians Cultural Village. As well, reciprocal promotions with natural attractions outside of the Beaver Hills should be considered, e.g., the Devonian Gardens, Wagner Bog and the Clifford E. Lee Nature Sanctuary. See the Circle Tour Hub example on page 10.66.

Marketing Program Statement

Introduction

Marketing is the process of making customers aware of products and services, attracting new customers to a product or service, keeping existing customers interested in a product or service, and building and maintaining a customer base for a product or service. Advertisements play a large part in marketing.

A review of the Market Analysis (Chapter 4) of this plan by PPA's Marketing Manager, Richard Warring indicate the strong need for a more in-depth review of market structure and opportunities for the Beaver Hills. EcoLeaders recommends that PPA commission a detailed market study for the region. In the mean time, we recommend that HA staff use this program statement.

Objectives

1. To increase the profile of the Beaver Hills in general and its PPA sites as a place to enjoy nature, learn about its history and recreate in the outdoors.
2. To increase visitation to PPAs.
3. To increase participation in HA services.

Rationale

At present, there is a feeling among PPA managers and HA staff that the Beaver Hills is the Edmonton areas's best kept secret. It boasts the regions' largest area of trails and natural areas, and has abundant wildlife activity such as waterbird migration and breeding. But staff recognize that many PPA sites such as Cooking Lake-Blackfoot Grazing, Wildlife and Provincial Recreation Area are under-used. Senior PPA officials have also commented that the province's capital region appears to lack an attractive regional recreation zone especially when compared to Kananaskis Country in the Calgary region.

Target Audiences

Target audiences will be the broadest possible, including:

Local Residents

Research shows that local people within a one-hour drive of the Beaver Hills are the current and future largest visitor group and hence largest audience for HA services in the Beaver Hills. Of those that come to PPA properties, a majority are regular visitors. Most are day visitors who come to engage in a number of recreation activities such as cross-country skiing, hiking, snow shoeing, horse riding, beach activities, nature study and so on.

Out of Region Visitors

Market studies show that Edmonton is not a major tourist destination. A good number pass through on trips to other destinations. However, the most significant numbers of tourists come to visit and stay with friends and relatives. See Market Review (Chapter 4).

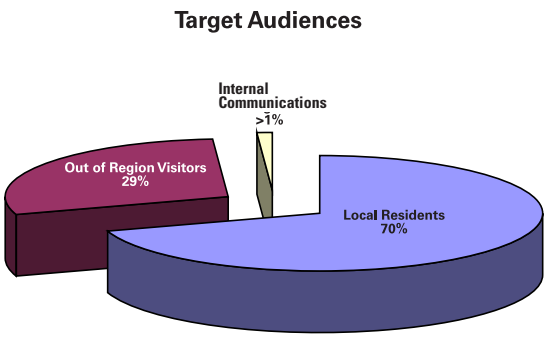
Marketing efforts targeting these visitors could include using standard tourism information outlets. However, reaching the larger group of out-of-region visitors staying with friends and families will require targeting local residents (discussed below).

Internal Communications

A key objective of this program is to keep the regional importance of the Beaver Hills on the radar of government decision makers and senior managers. This will encourage high-level support for PPA and HA initiatives in the region, maximizing the potential for achieving the overall HA objectives and so contributing to the PPA mandate.

SAMPLE PAGES

Figure 10.20: Size of Main Target Audiences



Relative HA Effort for Marketing per Audience Group

Figure 10.21 illustrates the relative amount of effort (time and budget) that should be expended on information and orientation activities for the three main audience groups.

Linkages

Linkages are connections with other groups and agencies.

Areas of Primary Effort

The following groups and agencies should be contacted to assist in distribution of PPA promotional materials:

- collaborating and partnership groups plus potential partners
- community service departments in local media (radio, television newspapers)
- libraries and community centres in Edmonton, Sherwood Park, Camrose and Leduc
  - these sources will get information to local audiences and to tourists staying with friends and family
- other agencies and groups that provide HA services

SAMPLE PAGES

Areas of Secondary Effort

- Travel Alberta
  - distribute brochures and maps
  - advertise special events and regular HA services
- Kalyna Country
  - advertise special events and regular HA services in Kalyna Country web site and printed tourist guide
- Local Chambers of Commerce (for promotion on their Things to Do web pages)
  - these sources will get information to out-of-region tourists passing through the area

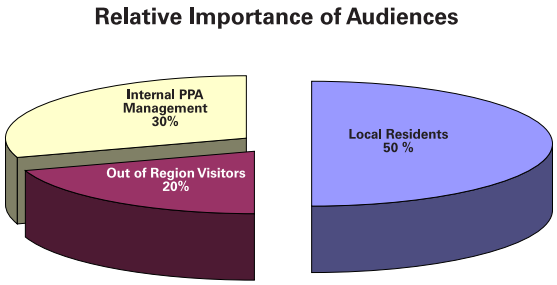



Figure 10.21: Percent Effort to be Expended on Information and Orientation for the Three Main Audience Groups