

Chapter GR 9



Glenbow Ranch Provincial Park *Strategic Plan for Visitor Services*

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Chapter GR 9: Strategic Plan for Visitor Services at *Glenbow Ranch Provincial Park*



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Introduction

Although a strategic plan for VS services was not part of the original proposal for this plan, EcoLeaders has included this chapter free of charge because we consider it an important focusing tool for the development of VS programming at Glenbow Ranch Provincial Park.

A Simple Strategic Plan for Glenbow Ranch Provincial Park's VS Program

A strategic plan is a management tool that helps an organization or program to:

- focus its energy
- ensure that members of the organization are working toward the same goals
- help to assess and adjust the organization's direction in response to a changing environment

This chapter is supplemental to those identified in the plan's proposal. It is an effort to identify fundamental actions and approaches that shape and guide what Glenbow Ranch Provincial Park's VS program does, and why it does it, with a focus on the future. It follows a process that produces a set of strategies that will guide the development of the VS program into the future.

Mission

A mission statement is like an introductory paragraph. It lets overall park management, VS staff, program partners, and program participants know where the VS program is going. A mission statement must communicate the essence of the VS program. Any program's ability to articulate its mission indicates its focus and purposefulness. A mission statement typically describes an organization or program in terms of its:

- purpose
 - why the program exists, and what it seeks to accomplish
- business
 - the main method or activity through which the program tries to fulfill this purpose
- values
 - the principles or beliefs that guide a program

Vision

A vision statement presents an image of what success will look like.

With the interim mission and vision statements, such as those identified in this chapter, the VS Program has a coherent idea of what it is strategically planning for.

Situational Assessment

A situational assessment is a frank review of the factors affecting the future success of the VS program, as they relate to the program's vision and mission.

The assessment looks at the current conditions at Glenbow Ranch Provincial Park and the VS program's ability to develop, deliver, and support effective services that will achieve its mission and vision.

The proceeding chapters of this VS plan are a major section of a situational assessment for the VS plan. Those chapters cover:

- the foundations of the VS program, and all related groups and organizations
- a review of the park's natural and cultural features
- a review of what is known about existing and potential program participants
- the program's purpose and messages (themes and subthemes)
- a review of the methods and media that can be used to deliver theme-based VS services

In the situational assessment section of this chapter the information gathered earlier is reviewed and key issues that need to be addressed are identified.

Strategies, Strategic Goals, and Objectives

Strategic goals and objectives have been developed to deal with the issues identified in this chapter and are presented.

The product of strategy section is an outline of the VS program's strategic directions and responses to critical issues. These strategies will steer the development of the planning in the following chapters.

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Mission of the Glenbow Ranch Provincial Park VS Program

“Humans need connections with nature and their own history, for their physical, mental and spiritual health. The mission of the Glenbow Ranch Provincial Park VS program is to enhance the experience of visiting the park, and living near the park, through the provision and facilitation of heritage appreciation and visitor experience services that increase the awareness, appreciation and understanding of the park’s natural and cultural heritage. The VS program will also inspire and involve park users in stewardship of the park related resources within the greater park ecosystem.”

Our Guiding Principles are:

- Inclusion of the diversity of park visitors and neighbours
- Do no harm to the environment and historical features of the park
- Focus on enabling discovery of the park’s landscapes, ecology and human heritage
- Encourage and enable life-long learning
- Focus on learning for stewardship
- Through engagement, empowerment and promotion of environmental literacy of individuals and groups, enable them to make informed decisions about their behaviour in the park and in making contributions to the park’s care and stewardship
- Include current issues, such as climate change and urbanization

Vision of the Glenbow Ranch Provincial Park VS Program

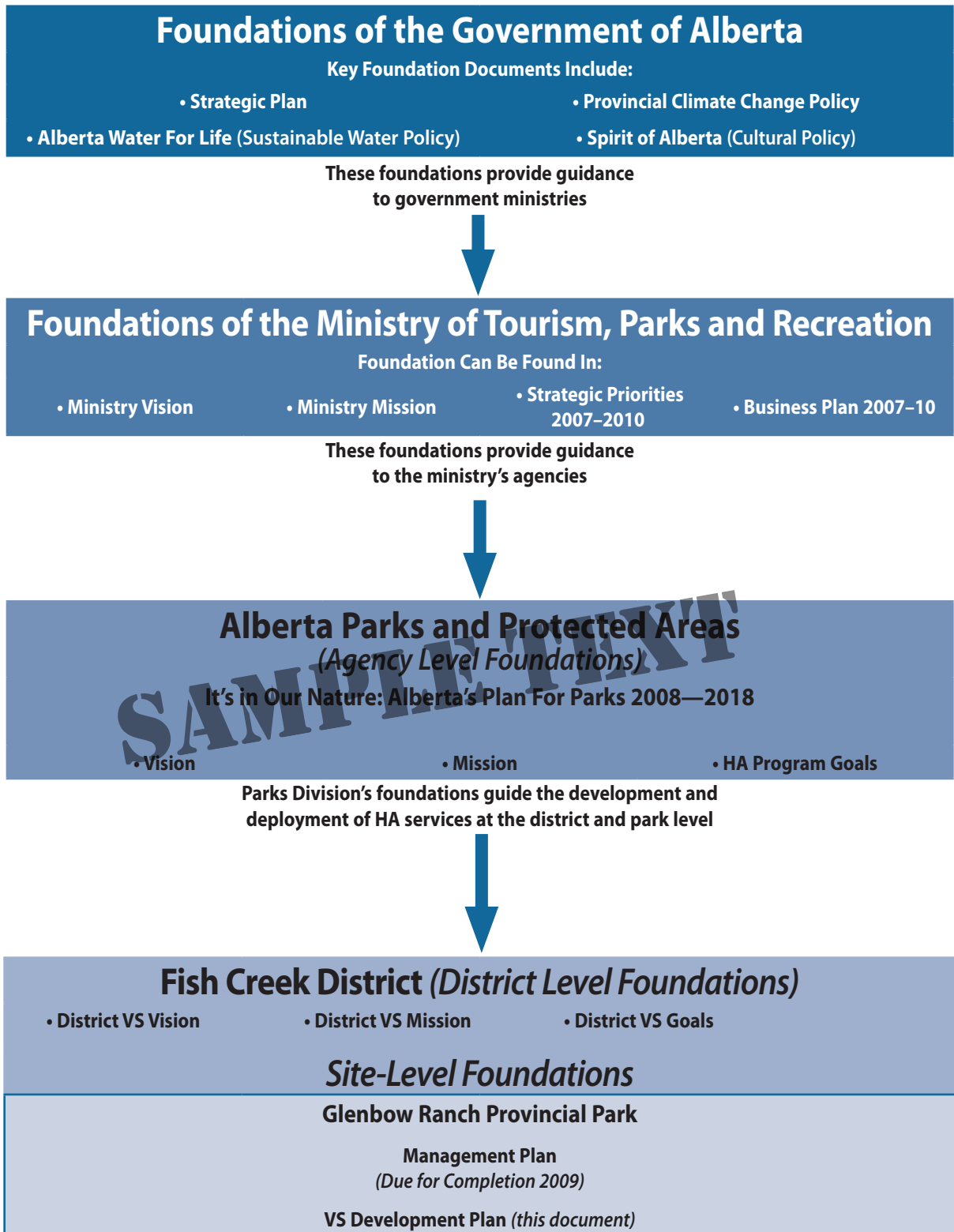
The vision of this program is:

“The park will have a dynamic public and schools program where local citizens visit regularly to relax, recreate, learn and contribute to the care of this wonderfully diverse park and the greater park ecosystem that supports it now and throughout the past.

Because the park’s VS program includes learning, caring and doing, the citizens of the Calgary area will be better able to plan and act towards a sustainable future.”

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Figure 9.1
The hierarchy of foundations on which HA services are based.



Situational Assessment

This is an assessment of the current conditions at Glenbow Ranch Provincial Park and the VS program's ability to develop, deliver and support effective services that will achieve its mission and vision. Most of the information needed for this analysis has been gathered in the findings of earlier chapters of this plan.

Foundations

The first chapter of this plan reviews the foundations of:

- The Alberta Government and Alberta Parks Division
- Glenbow Ranch Provincial Park
- The Harvie Conservancy Foundation, the park's main partner
- the Glenbow Ranch Provincial Park VS Program

The hierarchy of foundations examined is shown in Figure 9.1 on the facing page.

Key Findings

Key findings of the foundations analysis include:

At All Levels

1. The VS program at Glenbow Ranch Provincial Park can make significant contributions to the core functions of all the agencies examined above.

At the Park Level

2. There is a clear mandate for higher-level services that enable participants to:
 - build capacity (knowledge, skills and attitudes) that enable them to work with the park:
 - to be effective stewards of the park and adjacent lands
 - to support a sustainable Glenbow Ranch Provincial Park
 - to be environmentally-literate citizens
 - participate in meaningful projects that contribute to the development of an ecologically sound, sustainable Glenbow Ranch Provincial Park
 - to receive recognition for participation and contributions to the work of the park
2. There is a clear mandate for traditional programs including:
 - programs at the awareness, appreciation and understanding levels (see sidebar: The Stewardship Development Model)
 - formal school programs in
 - environmental education/literacy
 - local history and geography
 - outdoor education
4. There is a mandate to deliver education for sustainability programming.
5. There is a limited mandate to encourage stewardship contributions from private landowners in terms of:
 - habitat restoration and enhancement on their lands
 - establishment of conservation agreements
 - land donations

Articulation of the Foundations of the Glenbow Ranch Provincial Park VS Program

Chapter 8 identifies a set of goals and objectives of the VS program and a set of VS themes and subthemes, based on current best practice.

They will provide solid guidance for the defining, development, delivery, evaluation and support of the overall VS program.

Park Features

There are a significant number of high quality review documents on Glenbow Ranch Provincial Park's ecology, geology, natural history, archeology and culture history. This information is summarized in the Features Inventory (Appendix 1) and Features Analysis (Chapter 2).

Key Features

The park has many significant features including:

Naturel Features

Geology/Geomorphology

- many exposures of Paskapoo Formation bedrock
 - includes characteristic springs and seeps
 - a provincially significant aquifer
- significant glacial features including:
 - terraces along the slopes of the Bow River Valley (remnants of the shoreline of Glacial Lake Calgary)
 - an esker-like formation that will soon be investigated by staff from the Alberta Geological Survey
 - the Bow River Valley (a glacial spillway)

Ecology/Biology

- an extensive, relatively intact native grassland
- several riparian areas
- several rare natural spring-fed wetlands
- a reach of the Bow River
- abundant native wildlife and plants associated with the above habitats
- abundant ecological goods and services related to the native habitats

Viewscapes

- many spectacular views from points along the slope of the Bow River Valley
 - foreground features native forest and grassland
 - background including:
 - foothills and front range of the Rocky Mountains to the west
 - the great plains and the city of Calgary to the east

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Cultural Heritage Features

Archeology/First Nations

- the park may lie along an area that was an ice-free corridor along which the ancestors of North American First Nations people entered western North America during the last ice age
- evidence of First Nations occupation from soon after the ice age to well into the time of European settlement

European settlement and Industry

- relics of European settlement including:
 - Glenbow townsite
 - Glenbow sandstone quarry
 - Glenbow store/post office
 - Glenbow brick factory
- ongoing ranching operation within the park
 - represents a long legacy of stewardship of this land

This park is a strong example of the close connection of people and landscape. For as long as people have lived here, the climate and the land have shaped the lifestyles of the people. Conversely, much of the present-day landscape has been shaped by the activities and stewardship of the people. This is strongly exemplified by the past owners of this property, the Harvie Family.

More Information is Needed

The information gathered in the Resource Inventory and Resource Analysis is an excellent start. It represents a broad and deep information foundation on which VS staff can base a broad spectrum of interpretive and educational programs, projects and activities.

However, these reviews show many areas where further information gathering and research needs to be done. This can be conducted by park VS staff, contracted experts and/or academic researchers.

VS staff can update and add to the information in the Features Inventory and Features Analysis as new research reveals more about the land and its people.

Target Participants

VS staff will need to know the numbers, characteristics and behaviours of current and potential visitors, plus who is not visiting the park and why. This information is critical to developing VS services that:

- meet the needs of the park and the park users
- are effective
- are cost-efficient

Numbers of Visitors

Initial Numbers of Visitors

The initial numbers of park visitors to this park will depend on a number of factors including:

- the amount of effort that is expended on promotion
- the ease of access to the park (this includes physical road access and the amount and quality of wayfinding signs on local roads and highways)
- the attractiveness of amenities such as trails, viewpoints and park office and visitor centre
- type, timing and quality of VS activities and offerings

Decisions on the approach to the park opening will depend on park management and park partners.

Future Visitors

The audience analysis (Chapter 3) shows that visitation to Glenbow Ranch Provincial Park is likely to increase significantly in the future as the city of Calgary spreads north westward to eventually engulf the park.

As well, global socio-economic trends such as climate change and peak oil are likely to reduce the ability of many people in the Calgary area to travel as often to visit the mountain parks. This is likely to increase the attractiveness of Glenbow Ranch Provincial Park as a place to visit.

However, the ongoing attractiveness of the charismatic mountain parks (e.g., Kananaskis Country, Banff National Park) is likely to ensure that Glenbow Ranch Provincial Park will not become a regional tourist destination.

Characteristics of Park Users

The audience analysis strongly recommends that the park develops a mechanism to regularly gather and analyse park user information.

Current good practice in park management is to monitor and document who is visiting the park, where visitors congregate, when they visit (time of day, days of the week and time of year), how long they stay, what they are doing in the park and how often they visit.

Further, the park needs to have information about the prior knowledge and attitudes about parks, green space, nature, Canadian history and stewardship among the many groups of immigrants and new Canadians.

Of special note is that the population of Alberta and Canada is aging. One of the biggest groups of the aging population are baby boomers (people born shortly after the end of the second world war). Boomers are a large and influential component of the population. Most are now in their 50s and 60s. Their children are grown up and have left the house, and the boomers are relatively wealthy. They are interested in outdoor nature discovery, and visiting and learning about local history. Boomers are a significant target group for participating in VS programs.

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Multiple Repeat Visitors

Glenbow Ranch Provincial Park is a large day-use park located very near a large city. Unlike most destination camping locations in the province, Glenbow will most likely have a large number of park users that use the park several times a week and some will visit the park daily. VS services that serve this type of park user will have to significantly have a high rate of turn-over and greater depth of coverage.

Competition for Attention

Again, because Glenbow Ranch Provincial Park is located very near a major city, Visitor Services offerings will be competing against a wide range of high quality recreation, education and entertainment offerings ranging from professional theatre, sporting events and home entertainment centres. Many traditional offerings that are successful at destination campgrounds, such as simple dramatic presentations, are unlikely to attract park users. VS staff will be challenged to find and develop effective and popular media and methods for an urban park or near-urban park situation.

VS Program Tools

VS staff will be starting from scratch with a new park and new cadre of park users that differ from the traditional park users served by camping-focused parks in the system. Chapter 4 has defined and evaluated the strengths and weaknesses of a broad spectrum of personal and non-personal program tools. This chapter can be used by VS staff in the planning and development process when creating new VS programs and services.

A key strategy for VS staff will be to develop a core set of VS offerings that suit the park's unique visitor profile and location.

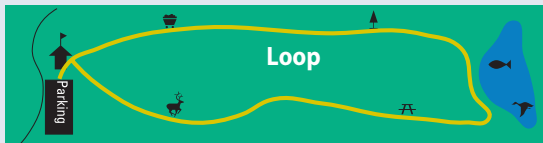
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Focus on Pathway Design Options

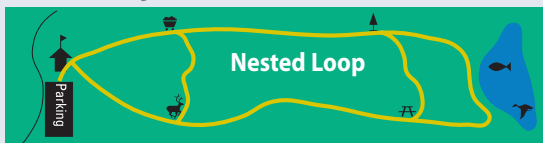
Trails can be designed in three ways.



This is a common pathway design that can take a park user to several destinations or view points. It is less expensive than the other two options but, in general, the visitor experience is lessened since pathway users travel the same pathway to and from a destination. They will see the same features going and coming and the pathway may appear to be heavily used since all pathway users heading toward a destination (e.g., the lake above) will meet all hikers returning from that destination.



This type of pathway provides pathway users a circular route. It generally provides a better visitor experience. The pathway users see a new pathway throughout their trip—there is no retracing of the same route on the return to the starting point. Even heavily used pathways may seem less crowded since users starting out on the pathway are less likely to meet people returning.



Current best practice in pathway design favours a nested loop design with winding pathways that connect interesting features. The key advantages of nested loop pathway design for pathway users is that they can:

- choose the distance that they wish to travel
- select a new combination of loops each time they come, thereby increasing the variety of experiences for repeat visitors
- understand that by following the loops they will return back to their starting place
 - is especially important to boost the confidence of people who have little experience walking pathways. They are more apt to try new pathways without the fear of becoming lost or having to walk long distances.

Park Facilities and Infrastructure

In 2008 and early 2009 Glenbow Ranch Provincial Park was not open to the public, and no infrastructure had been built. It is expected that within the year 2009 much of the infrastructure for the park will be planned and some phases will be implemented. This may include the construction of some pathways and access points and the re-purposing of the ranch's main residence building into a park office and visitor centre.

VS staff should be involved in these planning activities to ensure that interpretation and education programming capacity be built into infrastructure whenever possible. This can include capacity for immediate use in interpretation programs within the next five years or for the possibility of future programs under changed conditions, such as significantly increased use of the park and the expansion of urban development that may at some time surround a significant portion of the park.

Some of the related strategies may include:

Trails

- design for interest and design for potential increased use (e.g., use nested loop pathways—see sidebar on this page)
- design so that personal and non-personal VS programs do little to interfere with other uses of pathways (see photos of the activity nodes below)

Park Office

- see Appendix 4

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Activity nodes along trails allow VS program participants to gather to interact with an interpreter or non-personal interpretation media, such as trail signs, without blocking progress of other pathway users.



Glenbow Ranch Provincial Park is a large park with a potentially huge visitor population. All VS-related infrastructure should be designed in a modular manner so that space for future additions and/or expansion is included in the original plan. This will facilitate cost-effective expansion in the future if it is needed.

VS Program Support

Support is staff training, professional development, membership in professional associations, suitable office space, office equipment and supplies, program equipment (e.g., sound recording, photography, video hardware, dip nets, field guides, binoculars for field programming, etc.), storage space for equipment, IT support, and line-item entries in the budget for all of the above.

It is clear that the VS program at Glenbow Ranch will face unique challenges that are not usually encountered by many other provincial parks. A key strategy for support of VS staff at this park will be to provide staff with training and equipment that builds capacity and encourages exploration of new techniques and approaches that fit the park's unique users and position.

Park VS Partners

Currently, Glenbow Ranch Provincial Park has a limited partnership portfolio. Its key partner is the Harvie Conservancy Foundation. VS staff will need to work to maintain this positive relationship and also to develop additional partnerships and collaborations with compatible partners.

Developing VS Strategic Goals, and Objectives

Now that Glenbow Ranch Provincial Park's VS program's mandate (mission, vision goals, and themes) has been identified and its critical issues identified in the situational analysis, the following section addresses what to do about these issues.

Strategies are the broad approaches to be taken, and the general and specific results to be sought (the strategic goals and objectives).

These strategies, strategic goals, and objectives come from our small external consulting group. However, they could also come from individual inspiration, group discussion, formal decision-making techniques, and so on. In the end, the park's leadership must agree on how to address the critical issues. The strategies, goals and objectives outlined in this chapter can be considered as an interim framework until VS Staff, Glenbow Ranch Provincial Park management, and the Glenbow Ranch Provincial Park planning team approve them. This may take considerable time and require flexibility. Discussions at this stage will require additional information or reevaluation of conclusions reached during the situational assessment. It is even possible that new insights will emerge which change the thrust of the mission statement or other foundations of the VS plan.

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The situational analysis identifies the current environment for VS services, including a number of issues that must be addressed in order for an effective VS program to take place. The following section identifies strategies required. Each strategy has one or more related strategic goals.

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The strategies for initiating the Glenbow Ranch Provincial Park VS Plan are:

1. Build and maintain park public profile
2. Identify and characterize current and potential park visitors and neighbours in detail
3. Regularly use the information gathered about current and potential park visitors to craft appropriate and effective VS services
 - develop a suite of VS programs (public programs and school-focussed programs) that fit the park's unique user profiles and situation
4. Use an action research approach when developing new VS offerings
5. Encourage and support appropriate and needed research in Glenbow Ranch Provincial Park
6. Ensure that VS program does not negatively impact the ecological integrity and ecological services of Glenbow Ranch Provincial Park
7. Develop a partnership/collaboration policy for VS-related services
8. Develop and maintain a positive relationship with the Harvie Conservancy Foundation
9. Ensure that all Glenbow Ranch Provincial Park sanctioned education and interpretation programs support the park's foundations and one or more of the park's VS goals
10. Assist in the design and placement of the support infrastructure for the VS program

These strategies along with their associated strategic goals and objectives must be met before the VS program can be fully implemented and for the VS program to succeed and thrive.

Table 9.1 describes these strategies, strategic goals and objectives, plus the key performance indicators that can be used to gauge the success of each strategic objective.

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Table 9.1: VS Strategies, Goals, and Objectives

Strategic Goals		Strategic Objectives		Key Performance Indicators
Strategy 1: Build and maintain park public profile				
1.1: Ensure that Glenbow Ranch Provincial Park's Boundaries are easily Recognized	1.1.a	Before the park's official opening, simple property marker posts are erected at 150 metre intervals along the edges of Glenbow Ranch Provincial Park in all areas adjacent to housing developments and near roadways, and at 250 metre intervals in rural settings	<ul style="list-style-type: none"> all signs are in place before the park opens 	
	1.2: Ensure consistency in design and layout of all Glenbow Ranch Provincial Park communications	1.2.a	By the end of 2010, develop a signs and communications standards manual based on Alberta Parks Division standards that provides clear design guidelines for all VS materials. This will include: <ul style="list-style-type: none"> colours font families and font sizes logos and logo placement sign shapes and sizes 	<ul style="list-style-type: none"> clear and consistent design guidelines for all park wayfinding, regulation, and interpretation signs similar standardized design guidelines for printed and web-based education, interpretation and communications
Strategy 2: Identify and characterize current and potential park visitors and neighbours in detail				
2.1: Understand Current Park Visitation	2.1.a	Before the park's official opening, have in place a system to collect and analyse accurate annual, seasonal, monthly, weekly and daily visitation statistics for the entire park, and especially for major attractions, trails and access points	<ul style="list-style-type: none"> collect annual statistics on: <ul style="list-style-type: none"> number of visitors how long they stay why they come knowledge & attitudes (family, friends, single) 	
	2.1.b	Before the park's official opening, develop and employ a statistically-valid visitor survey process, to be deployed every five years starting on opening day (may be in-person interviews of park visitors, hard copy questionnaires handed to park visitors, mail-out questionnaires, email/web-based questionnaire, or a combination of some or all of the above).	<ul style="list-style-type: none"> about the park about the stewardship analyse annual statistics and surveys for patterns and trends in visitor use, to evaluate successes of VS services and to plan for next strategic steps 	

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Table 9.1: VS Strategies, Goals, and Objectives		Key Performance Indicators
Strategic Goals	Strategic Objectives	
Strategy 2: Identify and characterize current and potential park visitors and neighbours (continued)		
<p>2.2: Understand cultural values, attitudes toward nature and history, and prior knowledge of the many categories of new Canadians in the Calgary area</p>	<p>2.2.a By the end of 2011, conduct or commission a review of academic literature on the place nature and cultural history hold in the values, activities and attitudes of the major cultural groups that live in the Calgary area</p>	<ul style="list-style-type: none"> • a literature review of the knowledge, attitudes and activities of the major cultural groups in the region is completed and analysed in terms of how the VS plan can address the need and interests of these groups • a reliable profile of all visitors and potential visitors that is updated annually and every five years • there are positive relations between VS staff and the major cultural community organizations in the region • the overall VS program will have a participation profile similar to that of the regional population
	<p>2.2.b By the end of 2011, have in place a continuing dialogue with all major cultural groups for communities within one hour's travel to Glenbow Ranch Provincial Park about their knowledge, attitudes and needs with respect to visiting Glenbow Ranch Provincial Park and taking part in VS services</p>	
	<p>2.2.c By the end of 2011, have initiated a program to encourage academic research on the knowledge, attitudes of specific cultural and social groups of new Canadians to nature, natural parks and historic sites. This will include identification of barriers to visiting Glenbow Ranch Provincial Park and in participating in VS services</p>	
<p>2.3: Keep tabs on developments in visitor and tourist interests, behaviour and understanding</p>	<p>2.3.a Every 3-5 years, review and analyse leisure studies research, statistics, and reports relating to Calgary, southern Alberta and Canada</p>	<ul style="list-style-type: none"> • a reliable review of macro trends in stewardship, learning and involvement and leisure activities and civic tourism at local, regional and national scales that may affect Glenbow Ranch Provincial Park and its VS program
Strategy 3: Regularly use the information gathered about current and potential park visitors to craft appropriate and effective VS services		
<p>3.1: Develop, deliver, evaluate and support VS services that are appropriate for and attractive to all current and potential visitors to Glenbow Ranch Provincial Park</p>	<p>3.1.a As soon as it becomes available, use the new information about current and potential audiences to develop effective VS programs.</p>	<ul style="list-style-type: none"> • VS programs that attract regular park visitors • VS programs that attract and serve participants from local cultural groups in numbers proportional to their local population numbers
Strategy 4: Use an action research approach when developing new VS offerings		
<p>4.1: Follow an action research model of: consult, pilot, analyse, make adjustments, consult and pilot again. The main point is not to give up if a new offering is not successful until they succeed or it is understood why it is not working.</p>	<p>4.1.a Within five years, the VS program will have programs aimed at:</p> <ul style="list-style-type: none"> • increasing awareness and appreciation • developing understanding • building capacity to engage and participate • providing opportunities to take appropriate leadership and collaboration with the park in stewardship of the park's natural and cultural heritage 	<ul style="list-style-type: none"> • fewer incidents of trail and habitat damage • increasing participation in park stewardship projects • establishment of a stewardship committee in the Friends of Glenbow Ranch Provincial Park Cooperating Association • increased community support for and participation in park stewardship initiatives • a relatively stable and robust suite of VS offerings is in place for all levels of visitor engagement identified in the PPA Stewardship Model

Table 9.1: VS Strategies, Goals, and Objectives

Strategic Goals	Strategic Objectives	Key Performance Indicators
<p>Strategy 5: Encourage and support appropriate and needed research in Glenbow Ranch Provincial Park</p> <p>5.1: Encourage and enable academic research on the geology, ecology and natural history of Glenbow Ranch Provincial Park</p> <p>5.2: Encourage and enable academic research on the history and archeology of Glenbow Ranch Provincial Park</p> <p>5.3: Encourage and enable academic research on habitat restoration in Glenbow Ranch Provincial Park</p> <p>5.4: Encourage and enable academic research on public engagement in stewardship of Glenbow Ranch Provincial Park</p>	<p>5.1.a By the end of 2010 VS staff will begin to develop positive relationships with researchers in these fields</p> <p>5.1.b By the end of 2010 VS staff will select one or more rooms in the Glenbow Ranch Provincial Park Office Building that can be used as office/lab/field station and for storage of equipment for researchers on a project-by-project basis</p> <p>5.1.c VS staff will ensure that information gathered in research projects is shared with park visitors and the greater community</p> <p>5.1.d VS staff will work with researchers to ensure that research reports for public distribution are written or otherwise presented in accessible, jargon-free language</p>	<p>Glenbow Ranch Provincial Park will become an important location for research in geology, ecology, rangeland stewardship, Canadian history and anthropology</p> <ul style="list-style-type: none"> researchers will feel welcomed and supported Glenbow Ranch Provincial Park will have a simple, transparent policy and process about research permitted and conducted in the park as part of any research permit, VS staff will require researchers to deliver one or more public presentations on their research findings in or near Glenbow Ranch Provincial Park Glenbow Ranch Provincial Park will have a library of research reports available for research community members, students and the public (hard copy and on-line) local citizens and local governments will recognize Glenbow Ranch Provincial Park as an important site for research on Canada's ecology and history
<p>Strategy 6: Ensure that VS program does not negatively impact the ecological and cultural integrity of Glenbow Ranch Provincial Park</p> <p>6.1: VS services in Glenbow Ranch Provincial Park will do no harm on balance to the park</p>	<p>6.1.a Before the park's official opening, Glenbow Ranch Provincial Park will have a policy and process for an annual review of the effects (negative and positive) of VS offerings on the ecological and cultural integrity of the park</p>	<p>Strategy 6: Ensure that VS program does not negatively impact the ecological and cultural integrity of Glenbow Ranch Provincial Park</p> <ul style="list-style-type: none"> as Glenbow Ranch Provincial Park's VS program offerings increase, the park's ecological integrity remains unchanged or improves
<p>Strategy 7: Develop Partnership/Collaboration Policy for VS-Related Services</p> <p>7.1: Develop a partnership policy that is beneficial to Glenbow Ranch Provincial Park's VS program and to its collaborators and partners</p> <p>7.2: Develop a process through which to implement, engage, monitor and support regulate or end collaborations and partnerships</p> <p>7.3: Through successful and friendly partnerships and collaborations build strong community support for the VS program and the park</p>	<p>7.1.a Ensure that all collaborations and partnerships are beneficial to the park's VS program (e.g., fit the program's mandate and meet target audiences' needs)</p> <p>7.1.b Ensure that collaborations and partnerships are beneficial to Glenbow Ranch Provincial Park's partners</p> <p>7.2.a Make all VS-related collaborations and partnerships clear, easily understood and transparent to both parties</p> <p>7.2.a Ensure that strong community support makes the VS program more budget-cut proof</p>	<p>Glenbow Ranch Provincial Park's VS program will have an effective partnership policy that includes methods for initiating, extending and exiting partnerships and collaborations</p> <ul style="list-style-type: none"> Glenbow Ranch Provincial Park's VS program's partnerships and collaborations will be effective and satisfactory to all parties concerned a spirit of collaboration and respect will be evident at meetings and co-held public programs as a base-line standard, participants in any program in Glenbow Ranch Provincial Park will hear only neutral or positive remarks expressed about Glenbow Ranch Provincial Park, staff, partner groups, etc.

Chapter GR 9: Strategic Plan for Visitor Services at Glenbow Ranch Provincial Park



Table 9.1: VS Strategies, Goals, and Objectives		Key Performance Indicators
Strategic Goals	Strategic Objectives	
Strategy 8: Develop and maintain a positive relationship with the Harvie Conservancy Foundation		
<p>8.1: Park VS staff and management will work with to continue to develop and maintain a positive relationship with the Harvie Conservancy Foundation, the park's main partner</p>	<p>8.1.a VS staff will regularly meet with the board of the foundation and/or their staff to work on projects related to developing, delivering and supporting effective Visitor Services in the park</p> <p>8.1.b A key role of the foundation is likely to be fundraising to support and supplement VS projects in Glenbow Ranch Provincial Park, especially capital projects. VS staff will work with the foundation to identify projects and funding needs. This fund-raising will in no way replace funding obligations of the Glenbow Ranch Provincial Park Alliance</p>	<ul style="list-style-type: none"> the foundation will have positive friendly relations with the park's VS staff the society will attract dedicated, skilled volunteers, especially those skilled in fund-raising
Strategy 9: Ensure that all sanctioned education and interpretation programs support the park's foundations and one or more of the park's VS goals		
<p>9.1: Partner delivered programs will make a clear contribution towards VS goals and park foundations, or will not be sanctioned or supported.</p>	<p>9.1.a By the end of 2010, Glenbow Ranch Provincial Park will have a policy and process for sanctioning programs appropriate to its mandate</p>	<ul style="list-style-type: none"> all interpretation and education offerings that are directly associated with Glenbow Ranch Provincial Park have clear connections to the park's mandate visitors to Glenbow Ranch Provincial Park can distinguish VS services delivered by VS staff and partners from those delivered by groups that do not have formal affiliation with Glenbow Ranch Provincial Park
Strategy 10: Increase the support infrastructure for the VS program		
<p>10.1: Based on the recommendations of this VS Plan, develop support infrastructure and funding for the VS program.</p>	<p>10.1.a Ensure that new park infrastructure supports planned VS program offerings</p> <p>10.1.b Ensure that no major capital commitments to visitor/interpretation centre(s) are made before long term commitments are made to fund VS staffing and programs</p> <p>10.1.c Ensure that an adequate operating budget is in place to support the VS program</p>	<ul style="list-style-type: none"> most new infrastructure is located in areas of high visitor use new infrastructure is designed to support VS program offerings the VS program is in place including: <ul style="list-style-type: none"> reliable documentation and analysis of current and potential park visitors a suite of VS programs available to visitors and other participants adequate staffing is in place an adequate budget for <ul style="list-style-type: none"> program materials staff training and professional development a library of heritage interpretation resource books journals, and online resources

SAMPLE TEXT