Community Park Development Manual

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Dedication

This manual is dedicated to the memory of Susan Hruszowy, a professional forester and parks and recreation specialist with the Nova Scotia Department of Natural Resources. Susan was the consummate professional, passionate about her work and the environment, and a special inspiration for women who wanted to get more involved in outdoor recreation but needed gentle and expert support from Susan. Susan provided guidance and counsel on the development of the original woodlot recreation manual; her influence remains throughout this revised manual. She is greatly missed as a friend and colleague.

Preface

This manual is written for use in the course: RECR 3143: Parks and Open Space Resource Development at Acadia University. The theory and content is substantially based on a manual written by the author for the Nova Scotia Department of Natural Resources and the Government of Canada, entitled, Woodlot Recreation Manual, and adapted primarily to support the development of small scale, voluntary based community parks.

The focus of the manual is primarily to provide guidance on the development of natural parks where forests, open fields, lakes and rivers predominate, but can be used for conceptual planning in those community parks incorporating sports facilities. Once initial conceptual planning has been done it is recommended that park management teams consult with experts in the design of sports fields such as soccer fields, tennis courts, and baseball diamonds as these facilities require special design considerations to ensure sustainability, minimal maintenance and performance standards. This technical knowledge necessary for sport field development is beyond the scope of this manual.

The manual is written as a self-help guide for community park management teams but can be used to support decision making when outside help is utilized. Hopefully it will help management teams ask the right questions when working with professional consultants. It incorporates a series of lessons that can be used as a complete self-help curriculum or consulted on an individual lesson basis. To help the manual user develop expertise each chapter contains conceptual information that should be reviewed a number of times, a short test that can be revisited as needed, lessons have either a cameo that illustrates the theory from actual examples, or a case study that manual readers are encourage to tackle before working on their own park situation, and then a checklist is provided that can systematically help guide management teams in working through the manual contents.

Your feedback on the usefulness of this manual, along with suggested improvements is welcome.

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Lesson One

Introduction

Overview:

If you have been thinking about developing a plot of land in your area as a community park or you hope to improve an established park, you are not alone! Communities all over North America consider small scale parks to be a great asset to improve health, community spirit and environmental quality. Some communities develop parks because they inherit land from a generous donor or from a sub-division appropriation, others recognize a need for an area for children and adults to play or relax and seek out ways to acquire suitable land, and others may be driven by a desire to attract tourists to their community. In this manual you will be encouraged to think critically and creatively about developing your community park. It will help you focus on the benefits that outdoor spaces can provide, as well as the necessary long-term commitment required for its upkeep, and the management skills needed for successful planning, design, and implementation.

The approach used in this manual is one of self-help. It assumes that most communities do not have large financial resources to hire planning and design consultants, and even for those who are able to amass resources to engage consultants, this manual will help local committees to understand the planning process and ensure that the right questions are asked of consultants. First and foremost this manual is interactive. Opportunities are provided for you to interact with the manual's contents using shorts tests, checklists, and case studies. These help you learn important planning and design concepts and skills in creating a community park development plan. A detailed case study of a forested area is included in the appendix. You can use this to practice your planning, design and management skills. When you feel confident enough, you can apply the checklists to your own community park.

Each lesson generally follows a similar format:

The Lesson

provides important ideas, examples, and skills on various community park management topics.

The Test or Quiz

tests your understanding of the lesson. This will help you check your learning progress and give a focus to your learning.

A Cameo

is provided in several lessons. Each introduces you to an interesting outdoor space or outdoor recreation area and focuses on a particular aspect of community park management.

Checklists help you apply each lesson's theory to both the case study at the end of the manual and your own community park project.

Case Studies:

Based on actual management situations and problems, case studies are used as a stepping stone to the real world. You will find a short case at the end of Lesson One and a much more detailed one in the appendices. Use them to apply your new concepts and skills, and try out the various checklists provided.

The Basic Study Approach:

Skim the manual first then return to the lessons that interest you most. Read the text and try each test found at the end of each lesson a couple of times, then try out the checklists. In this way you can work at your own pace and put most effort into the sections that interest you, or the areas that you need to concentrate on most.

LESSON OVERVIEW

Lesson One: Choosing a Basic Strategy examines two closely related ideas: strategic decision making and values clarification. These concepts help you decide how important outdoor recreation is among other community demands on your time and resources.

Lesson Two: Parks and Recreation - Concepts and Benefits explores why people use community parks, what their motivations are, what benefits they seek, what experiences they want, and what satisfactions they hope to receive.

Lesson Three: Developing Community Park Opportunities begins the process of analyzing the resource potential of your park.

Lesson Four: Integrating Community Park demands in your park provides you with a decision framework, known as the Community Park Recreation Opportunity Checklist or CPROC. This checklist helps you decide the potential for outdoor recreation and sport in your community park.

Lesson Five: Site Planning and Design provides a step by step design framework for *the* development of community park settings. An open space project at Acadia University provides an illustration of the site planning and design process.

Lesson Six: Community Park Marketing introduces you to programming and marketing.

Lesson Seven: Managing Community Park covers basic considerations in maintenance and financial management. This information will assist you in operational planning and help you avoid many management pitfalls.

Lesson Eight: Safety and Legal Issues examines the legalities and precautions necessary for community park management. It also reviews relevant legislation.

Lesson Nine: Evaluation - Measuring Value examines why evaluation is important. Guidance is given on what, when, how, and how much evaluation should be done. This lesson shows how using evaluation results improve future community park development efforts.

The Epilogue: Future Challenges looks at the future of community park management and the role of communities in developing integrated resource and environmental management in their park. It concludes with a suggested vision for small scale community park development.

The Appendices include an outdoor activity checklist, a detailed case study, a bibliography, and a list of useful organizations that might assist you in your planning and development efforts.

Choosing a Basic Strategy

Since no two community parks and community park management teams are alike, there is no simple recipe for managing parks. The importance of park developments depends on your community's interests, your setting's potential, possible user demand, and your management strategies. Increasingly, community park managers blend recreation values with other park and community management values such as biodiversity values by using integrated resource and environmental management (IREM) methods.

IREM is the approach preferred in this manual.

> **IREM can be defined as managing your community park for several values at the same time.**

This may include community development, soiI and water conservation, wildlife management, and outdoor recreation and sport. IREM provides a high degree of environmental protection to ensure sustainable use of your community park. When you use IREM, park management practices are carefully blended so that effort in one management area enhances other park values rather than despoils them.

IREM can be as simple as making a list of what you want on your community park, figuring out what is possible, and then deciding the best way of bringing this about. The toughest part is thinking broadly about the options available, determining the necessary trade-offs, making practical and useful choices, and remaining focused if problems arise during implementation.

To begin this process you need to think about what you want, what opportunities are available, what your social and legal obligations are, and what is technically and financially possible. To do this you will consider four key strategic planning questions that form a 'strategic diamond' decision making process (see Figure 1.1)

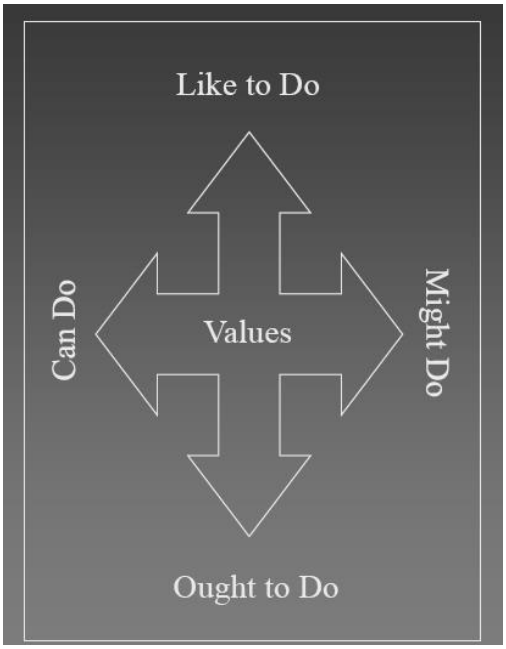


Figure 1.1: The Strategic Diamond

What would you like to do?

This question provides an opportunity to dream a little. As a management team you may, for example, have a strong interest in biodiversity and want to improve wildlife habitat. You may want to build cross country ski trails, get involved in environmental education, or perhaps you are frustrated by renegade off road motor vehicles and want to reduce their impact. You may also be interested in finding new ways to increase park use or catering to new users.

Thinking about what you would like to do focuses on your personal values and preferences. You can practice identifying your values by thinking of a past park management decision that made you feel good and one that did not. The positive one likely reflects your values and the other contradicts them.

What market opportunities exist?

Whether it's focusing on your families, the broader community, or tourists, thinking about potential users is an important step in deciding how to develop recreation and park opportunities in your park. Doing a broad market assessment will help you determine whether your park development ideas are what people want and will use.

Marketing is more than promoting and selling a program or service. It is a commitment to meet the needs of present and potential user groups and estimate their willingness to invest time, effort, and (perhaps) money in your community park.

> **Community park marketing strives for a mutually beneficial exchange of benefits between you and the park user.**

If, for example, you are planning cross country ski trails for community and visitor use, you will need to be sure there is interest and that your trails will meet users' expectations. If you expect to charge a fee, be sure that prospective users would be willing to pay to use the trails in sufficient numbers to make your effort worthwhile. A customer and user orientation implies a better understanding of potential users' needs, behaviors, and values. You must match what users want with what you can realistically provide.

What should you do?

Making responsible management decisions require you as a committee to consider your likes and dislikes, prospective user needs, and, most importantly, your social responsibilities. This latter aspect reflects legal obligations such as environmental laws, health and safety regulations, and your moral obligations. In response to a think globally - act locally land stewardship ethic, responsible community park managers endorse sustainability and encourage others to do likewise. Community park management teams understand this idea better as land stewardship.

What can I do?

Let's assume you have spent some time as a committee thinking about the three previous questions. Now focus your attention on your organizational capabilities.

Internal factors are concerned with organizational capabilities and capacity including the time you have available, your motivations, your park's potential, and your management expertise. It also concerns how recreation, as one community park value, fits in with your integrated resource and environmental management goals.

External factors include natural forces such as weather and forest disease, and customer demands for environmentally friendly forest

management practices. External factors also include government incentives and regulations as well as various land use traditions.

Strategic wrestling - fitting it all together!

Answering these four basic questions provides a good basis for choosing an overall direction for recreation development and IREM in your community park. Unfortunately, not all the answers you have will fit well together. For example, the direction suggested by what you want to do may contradict with what potential users want. You will need to wrestle with your responses to decide what is most important to your committee and what is best for your park and your community.

Weighing one issue against another and checking to see if your decision conforms with your basic park plan is a process of values clarification. Two considerations will help you through this challenging process.

First, no matter what your situation, you can never have perfect information. This is not always a major concern because you can continually review and adjust decisions as new information and more experience becomes available--as long as you haven't made major changes on the ground.

The second is do not plan in isolation. If your team is a small but dedicated one, there may be a tendency to go it alone. You should nevertheless make a concerted effort to draw others into the decision process; solicit opinions from as many community members as possible, even if, at first they don't seem to be that concerned or interested. This is so that they will be more committed to supporting the plan's implementation. Consult the community early and periodically with updates.

Conclusions:

To be successful with IREM, you must assess the present state of your park's resources, and its potential for delivering on multiple values and expectations such as environmental management, outdoor recreation and outdoor sports demand. Finally you must consider carefully what you want to accomplish with your park planning. Few worthwhile accomplishments happen by chance.

Good things happen because someone had a vision, developed a workable strategy, utilized available expertise, and worked continuously to make their vision happen.

It is common for strategic plans to be made for a three to five year period. For park managers, however, longer time spans may be more useful to produce a plan that is realistic, socially responsible, sensitive to user needs, and something you can be satisfied with over the longer haul.

Note: To assess your understanding try the following quiz.

If you have trouble, read the lesson again until you are familiar with all the key concepts. When you are ready, use your new knowledge to tackle the introductory case that follows. If you *can,* compare your solution with other park managers or committee members. Before you plan for your own community park, read or scan the whole manual and then work through as many checklists as possible with the case in the appendices.

Test: Lesson 1.

1. Name and explain each of the parts of the strategic diamond.

2. List and describe the information needed to answer the four basic strategic planning questions in *the* strategic diamond decision tool.

3, Explain how can you tell whether a decision reflects your basic management values?

4. Give an example of a basic value that guides your community park management decision making.

5. Provide an example of a community park management decision that you made which reflects the value listed above.

A PRACTICE CASE

Guidelines for completing a case study.

1. Read the *case* several times before attempting to solve it.
2. The second time through the case make notes or underline any key points relevant to strategic decision making. Use the strategic diamond questions as your guide.
3. No case study or real life situation has all the information you would like or need. On the third run through the case, therefore, make realistic assumptions about missing information. Be sure to write down these assumptions.
4. Be sure all your decisions fit with the information presented in the case and your written assumptions.
5. To get started on solving the case, decide what the major problem or challenge is.
6. Once you have decided what the problem is, decide what the major issues are influencing this problem or challenge.
7. You should then decide what your major goal or objective is. In other words, decide what it is that you are trying to accomplish.
8. Once you have outlined your overall goal, you should begin to list your supporting objectives.
9. Next list any factors that will help you attain your objectives and explain how you will capitalize on these strengths.
10. List any factors that constrain you. Explain how you can overcome these constraints.
11. Decide whether your strategic objectives are ‘doable’.
12. Develop a strategy to reach your objectives.
13. Finally answer the questions at the end of the case.

THE BACKWOODS

(This is a fictional case based on several forest holdings found throughout North America.)

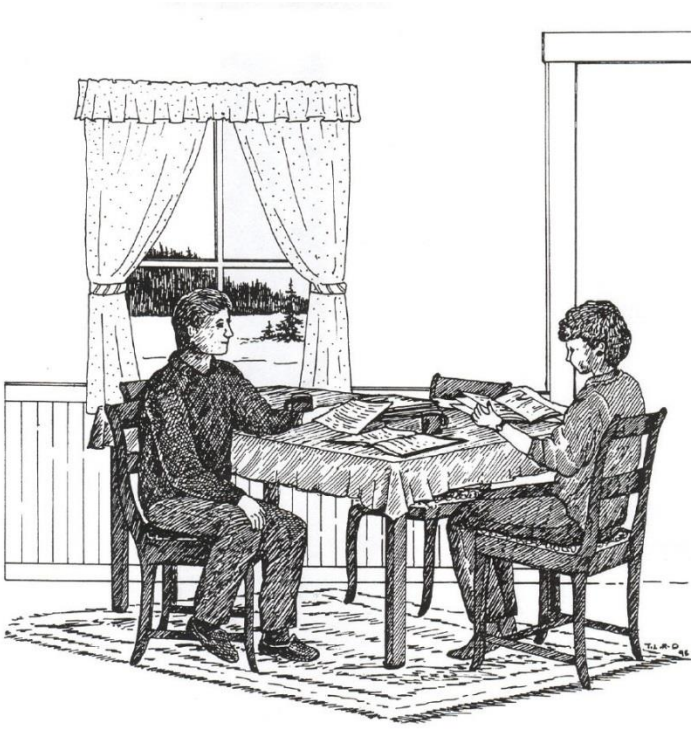
Mary and John Denton own about 75 hectares of forested land just south of the Trans-Canada in Nova Scotia between Truro and New Glasgow. Their land is made up of 50 hectares of mixed managed forest, and 25 hectares of red and white pine planted after a conversion cut. The hardwoods are mainly yellow birch and beech, a few rockmaple, and some oak. About half the pine was planted thirty years ago while much smaller plantations have been added periodically for the past fifteen years. Most of their woodlot income came from the mixed forest which has undergone selection cutting, and some small clearcuts from the early plantation. For years, Mary and John, and her parents before them, practiced multiple-use management. Today, most forest managers call this integrated resource and environmental management. Since they have always tried to blend tree harvesting with protecting wildlife habitat and aesthetics, they see IREM as nothing particularly new.

As they are now closing in on retirement they no longer need income from the woodlot and they now hope to develop it as a community park. Their's was a working woodlot. Earnings from pulpwood, sawlogs, and fuelwood supplemented their small farm income. Mary also works half-time as a secretary at the local elementary school. Their total income is modest but they consider their quality of life second to none and they would love to share it with the community.

Their land is situated on rolling hills with two quite sizeable brooks that usually flow all year. There are several intermittent streams. There is a spectacular view of the surrounding countryside that includes a glimpse of the Northumberland Shore. The brooks get the usual run of gaspereau and smelt in spring, and it's not uncommon to catch a few trout. The fishing has been good enough for a pair of ospreys to nest close to one of the brooks for the past ten years. Each year, they seem to have had a successful breeding season.

The Dentons have a large home, although it is not as busy as it once was. Their two older children are married and live away and their youngest is just finishing university and plans to move to Toronto. Five years ago, the Dentons were approached by a local snowmobile club to improve a trail crossing their lands. This is now part of a regional snowmobile trail system. The trail is far enough away that any noise from the snowmobiles do not bother them. The club actually built a spur trail *so* that the Denton's could use the trail network if they wished. Twice a year the snowmobile club sends a work party to do trail maintenance and a litter clean-up. As far as the Dentons are concerned litter is rarely a problem. John has in the past occasionally hunted whitetail deer; however, the Dentons really enjoy the explorations they make two or three times a month to 'check' their lands and observe wildlife. They especially enjoy the spring and summer flowers, and the birds, several of which nest in their forests. They have gained a reputation in the local area as expert birders.

They love to share their woodlot with family and friends and they often entertain field trips from local schools and youth groups. In the past, they have had requests from the owners of the local bed and breakfast to take overflow in their home or to show guests around their land. Since their children are not around as much, they actually look forward to this, especially when young children are involved. They usually find people from the big cities: Boston, Toronto, or Halifax, enjoy the forest experience most. Occasionally



they are bothered by indiscriminate ATV users, and thoughtless hunters who come too close to their home.

The Situation:

Since there are few opportunities in the area for community people in the adjacent communities to enjoy forest recreation, Mary and John are assessing their potential for developing their lands for community use. What do you recommend they do?

Questions:

1. Based on information in the case, what do you think the Denton's would like to do with their woodlot?

2. What market opportunities seem possible? Explain why you think this so.

3. What are the Denton's basic values? Given these values outline what they might consider to be their moral, family, and legal obligations in managing their woodlot.

4. What are the Denton's major woodlot management issues?

*5.*What contradictions, if any, are implied in these issues?

6. Given Denton's past experience and their resources, what is a realistic direction for them to take in developing their lands?

7. Develop an overall strategic direction for managing the Dentons' forest lands. If you include a changing role for their lands, justify your decision and explain how you might successfully implement this strategy.

A COMMUNITY PARK STRATEGIC PLANNING CHECKLIST

Things you would like to do:

What values (e.g. wildlife, soil conservation, outdoor recreation, outdoor sport, etc.) are important Integrated Resource and Environmental Management objectives in your community park?

List each of these park values in order of priority.

What are the major things you hope to accomplish in your community park over the next five to twenty-five years? What outdoor recreation and outdoor sport opportunities would you like to see developed in your park? Develop a priority list for all the things you hope to accomplish in the next five years.

Market opportunities?

What potential is there for the local community use of your park?

What potential is there for attracting outdoor recreationists and sport users from nearby population centres to your park?

What is the potential for attracting tourists from elsewhere to your park?

What potential is *there* for attracting tourists from outside your province or state?

Your park stewardship obligations?

What are the significant laws and regulations that presently apply to your community park? Do any cover outdoor recreation or outdoor sport activities?

What laws and regulations will be more important should you get more involved in developing your community park?

What land stewardship obligations do you have for your park? For the local community? For the broader community? For your region? For your province? For your country? For your planet?

Your present and future capabilities?

What time, financial resources, and other resources does your committee presently have available for developing and managing your park? What is the likelihood of attracting more? What motivates you and your committee to get involved in park development? What will keep you and your committee motivated in the future? Can you raise money for park and recreation development?

What expertise can you harness in helping you in park development?

What written resources are available to help you?

Outdoor Recreation

For most people outdoor recreation is any recreation that takes place outdoors. This can include playing cards on the veranda or kicking a soccer ball around a vacant lot. A tighter definition is needed for natural park development. One is provided in this lesson as well as a more in depth explanation of how quality outdoor recreation opportunities can be provided. This lesson also explores why people get involved in outdoor recreation, what motivates them, what benefits they seek, and what sense of satisfaction outdoor recreation can provide.

The basic requirement for outdoor recreation activity is that it takes place in a natural environment. A second condition is that it has few, if any, externally imposed rules. People are attracted to outdoor recreation because of its freedom from overbearing regulations. For the most part people get involved without having to join a league or club, follow strict rules of play (except perhaps in hunting or fishing), or worry whether equipment meets arbitrarily set standards. Although there are no strict rules on what clothing and equipment you can and cannot use, most outdoor activities are distinguishable from others by their unique equipment. You need a canoe to go canoeing, a fishing pole to go fishing, and a mountain bike to go mountain biking.

Clearly defining outdoor recreation and separating it from sports in general is not always easy. People have the knack for making many outdoor activities competitive. There are, for example, canoeing and canoe marathons, fishing and fishing tournaments, and map reading and running which gives rise to orienteering. There are also several other activities, done in conjunction with outdoor recreation, such as environmental education or ecotourism, which make things more complicated (see Table 2.1 for definitions).

Outdoor Recreation Features and Benefits.

People get involved in outdoor recreation for one or more of the following benefits:

- an appreciation of nature;
- personal satisfaction and enjoyment;
- an opportunity to escape and relax;
- physical fitness;
- wholesome living; and
- stewardship of nature (see Table 2.2 for details).

To provide these outdoor recreation benefits various physical features are required. In developing outdoor recreation on your community park, you need to match the physical requirements of an outdoor recreation activity with the physical attributes of your community park. The following table provides examples of physical features needed for two popular outdoor activities (see Table 2.3).

Quality outdoor recreation is more than providing a basic outdoor recreation setting. The benefits that users seek translates into a set of psychological

Table 2.1: Outdoor Definitions

Expression	Description
Active Living:	This refers to environmentally friendly ways of living that promote a healthy body and mind through regular exercise, sound social relationships, and stimulation of the mind.
Sustainable Forestry:	Sustainable forestry maintains and enhances the long-term health of the forests for the benefit of all living things while providing environmental, economic, social and cultural opportunities for present and future generations (adapted from Canadian Council of Forest Ministers, March 1992, p7).
Environmental Education:	Environmental education involves practical and theoretical instruction on issues concerning the environment. This helps people and society deal more effectively with environmental issues and problems.
Outdoor Recreation Education:	This includes formal learning in schools and colleges, and less formal opportunities found within recreation departments and other outdoor agencies. This is also referred to as outdoor pursuits training.
Adventure Recreation:	This includes adventure activities such as high rope courses, white water canoeing, rock climbing, and wilderness camping.

(or perceptual) as well as physical requirements. These psychological needs are specific outdoor recreation requirements that need to be satisfied for a community park user to enjoy an activity. One trail user might require peace and seclusion; another might want an 'exciting' mountain bike descent into a steep ravine. These psychological requirements are met by a combination of physical, environmental, social, and managerial features as well as the user's own skills and psychological make-up.

Some outdoor activities can comfortably take place alongside other activities, and some, for safety, environmental, or enjoyment reasons cannot. You may decide, for example, to limit or discourage motorized vehicles, large groups, or certain consumptive recreation activities from your park, but allow others such as fishing. Table 2.4 outlines some psychological needs for two popular outdoor activities.

One psychological aspect, not so obvious in managing the compatibility of outdoor recreation on your community park, is style of participation. Different styles of doing the same basic activity can substantially affect the enjoyment of one group by another. For instance, a Volksmarch (an organized hiking festival) involving hundreds of people, may conflict with a small group of naturalists hiking a community park searching for songbirds.

Outdoor Recreation Programming:

In this manual outdoor recreation programming is used to describe:

> the process of designing, developing, delivering, and evaluating outdoor recreation opportunities for community or natural park recreation users.

Table 2.2: Outdoor Recreation Benefits

Benefit	Description
Appreciation of Nature:	Normally people have little contact with nature. Outdoor recreation provides an avenue to become more involved with nature. In this way outdoor recreation indirectly contributes to a sustainable society.
Personal Satisfaction and Enjoyment:	Many are involved in outdoor recreation for the shear joy of it. Enjoyment comes from beautiful scenery, testing oneself against the elements, observing wildlife, and discovering local cultural and natural history.
Escape and Relaxation:	Modern living detaches people from their natural roots. Outdoor recreation provides a chance to flee the drudgery of hectic lifestyles, reacquaint people with nature, and refresh the spirit.
Physical Fitness:	Industrialization and technology minimizes the need for an active lifestyle. Most outdoor recreation is physically demanding, it can be pursued, however, at various intensity levels. This diversity allows people of all ages and broad fitness levels to find suitable activities.
Wholesome Living:	Outdoor recreationists need *codes of conduct* to get along with others and safeguard the natural environment. Outdoor recreation develops respect for others and nature which can carry-over to other walks of life.
Stewardship:	Outdoor recreationists develop a sense of belonging and caring for the land when engaged in outdoor recreation activity.

To better appreciate your role in programming outdoor recreation opportunities, you should be aware of the broad range of programming possibilities. On the one hand, it could be the provision of a complete holiday or vacation for out-of-province tourists. Or on the other hand, it could be as simple as local children using your community park's swimming hole. Refer to Table 2.5 for an overview of the scope of outdoor recreation.

Finally, community park managers should be aware that outdoor recreationists rarely get involved in outdoor activity on the spur of the moment or participate in a single outdoor recreation activity. For community park recreation users, there is a lead-up phase, a participation phase, and a follow-up phase. Each phase can provide pleasure and satisfaction, and sometimes fear and anxiety. Recreationists often combine a number of outdoor activities. They may, for example, hike and swim or bike and picnic, or perhaps do all four. They combine different activities to create a total outdoor recreation experience (see Table 2.6 and refer to this lesson's checklist in the appendices for a list of different outdoor recreation activities). As a community park manager, especially if you are planning a commercial venture, pay special attention to these different phases and the recreationist's need for multiple activities. You can, for example, increase the excitement of anticipation and reduce anxiety by helping with planning and preparation.

Table 2.3: Outdoor Recreation Physical Features

Outdoor Activity	Preferred Physical Features
Cross Country Skiing:	10 cm. snow base, varied terrain, sheltered ski trails, free of snowmelt and running water, no snowmobile tracks.
Backcountry Camping:	Sheltered campsite, separation from other campsites, relatively flat ground, good drainage, no dangerous animals or irritating plants and insects, good source of drinking water.

Table 2.4: Outdoor Recreation Psychological Features

Outdoor Activity	Preferred Physical Features
Family Canoeing:	Crystal clear water, interesting canoe routes, pleasant camping sites, interesting people, safe swimming areas, knowledge of emergency escape routes, comfortable and aesthetically pleasing picnic sites, and a sense of privacy.
Horseback Riding:	Varied and interesting terrain, quaint canopied bridal trails, trusty horses, pleasant vistas, and social gathering spots.

Table 2.5: Community Parks Programming Scope.

Programming Alternative	Description
Facility Provision	**A community park's most obvious contribution to outdoor sport and recreation is the provision of settings and facilities. Your involvement may be as simple as a passive welcome of visitors to your park or the deliberate courtship of users for sport and recreation.**
Information Provision	**Providing basic information signage for where certain activities are encouraged and even 'how to' information can provide a valuable service to the public. In wooded areas this might include instructions on 'Leave No Trace'.**
Outdoor Sport and Recreation Education	**This involves the park leadership providing direct instruction and/or coaching in various outdoor sport and recreation activities.**
Leadership Development	**You may have expertise within your park leadership team to provide workshops, for example on bird and wildlife identification, or you may want to provide instruction for would be leaders to get children and people started in various park activities.**
Outdoor Sport and Recreation Consultation	**Perhaps your management team has developed expertise or experience in particular aspects of community park management that they can share with others.**
Packaged Outdoor Sport & Recreation Vacations	**Although it's doubtful that you might consider taking a sport or outdoor recreation holiday in your neighbourhood, such a vacation may seem very attractive to others living in other parts of the province, country or abroad.**
Joint Ventures	**Are there organizations and businesses in your community that you can team up with to provide valuable sport and recreation services in your community?**

Table 2.6: Outdoor Recreation Activities

Type	Land Based Activities	Water Based Activities	Air/Underground
Non-Consumptive	Camping-Family Camping-Group Camping-Backcountry Trails-Nature Trails-Hiking Trails-Cross Country Adventure Rope Courses Rock Climbing Nature Study-Birdwatching Nature Study-Mushrooms Nature Study-General Nature Photography Landscape & Nature Painting Archery Paintball Games Wide Games Adopt-a-Forest Biodiversity Plots Cross Country Skiing Running Orienteering	Ice Skating-Lakes Ice Skating-Ponds Ice Skating-Wetlands Wind Surfing Adopt-a-Stream River Rafting Swimming Holes Catch & Release Fishing Canoeing Kayaking	Caving (Spelunking) Kite Flying Astronomy Hang Gliding
Consumptive	Butterfly Collecting Berry Picking Blackpowder Hunting Lapidary Guiding-Hunting Shooting Range Clay Pigeon Shooting U-Pick Christmas Trees Maple Sugar Production Edible Wilds Forest Pharmacy	U-Trout Fish Clam Digging Fly Fishing Workshops Gold Panning Guiding-Fishing Ice Fishing	
Motor/ Animal Propelled	Horseback Trail Riding Sleigh Rides Hay Rides Motor Cycling Snowmobiling Four Wheel Drive Club Motor Cross Dog Trials Fox Scent Hunts ATV Trails	Water-skiing Motor Boating	
Indoor/ Outdoor	Cabin Rentals Campfire Programs Woodlot Management Workshops Barbecues	Bed & Breakfast Outdoor Cooking Day Camping Hunter Safety	Fly Tying Workshops Environmental Education Hunter Safety

Test: Lesson Two.

1. What are the three basic requirements that 'define' outdoor recreation?

2. What is the difference between an 'outdoor recreation feature' and an 'outdoor recreation benefit'?

3. What are the six basic benefits or values of outdoor recreation?

4. For each of the basic benefits or values of outdoor recreation listed in this lesson, select a different woodlot recreation activity that can provide this benefit.

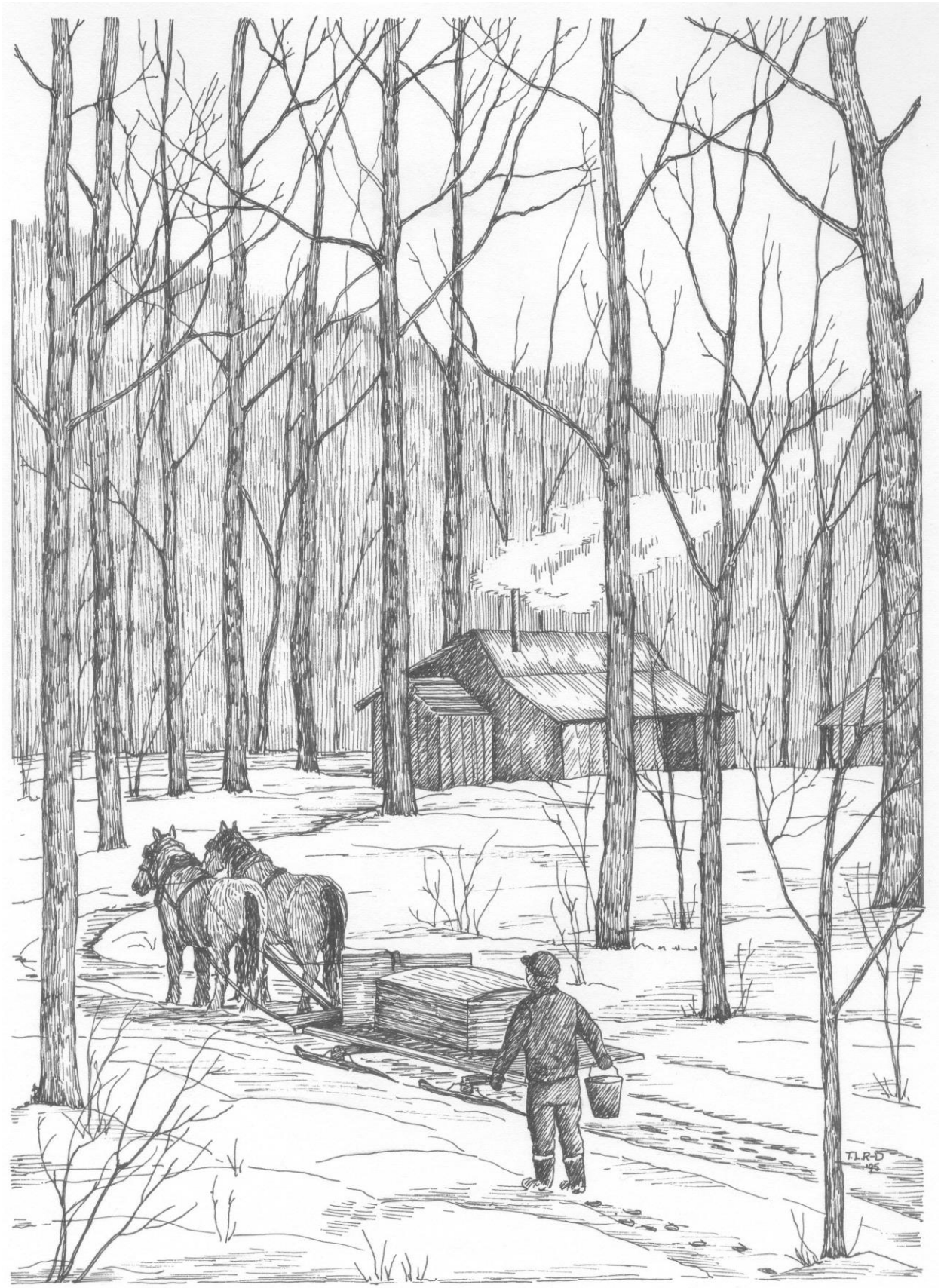
5. Choose one of your favourite outdoor recreation activities and describe the physical features it requires.

6. Now describe the psychological (perceptual) features that are necessary for you to gain satisfaction from this activity.

7. Think of someone else you know who likes this same outdoor recreation activity. Explain how this person's activity style is different from yours.

8. Think of two incompatible outdoor recreation activities and explain why they are incompatible.

9. Choose an outdoor recreation activity you have done in the past. Explain what you have done as part of the lead-up phase, as part of the activity or participation phase, and as part of the follow-up phase.



Cameo

SOUTH MOUNTAIN MAPLE SUGAR

Perry and Judi Munro and their four children own a farmhouse that sits on a 60 hectares woodlot on the South Mountain, not far from Wolfville in Kings County. They also own two additional working woodlots of 25 and 40 hectares on the South Mountain as well as manage an island with a primitive cabin and surrounding wetlands in the Little River Lake area. Over the last couple of decades, Perry has established a diversified woodlot and outfitting business that provides unique outdoor recreation services to both in-province and out-of-province visitors. Judi has a full-time job as an executive secretary at Acadia University, some 15 kilometres north.

The home woodlot has been extensively managed and improved since they took over about twenty-five years ago. The woodlot has been transformed into a very attractive, largely 'open' forest landscape. Most of the poplar trees have been removed, and the rock maples have been released and tapped to provide a substantial maple syrup operation. Presently the home woodlot, situated on rolling hills, is made up of about 25% softwoods (mostly balsam fir and some red spruce), 25% hardwoods (red and rock maple, beech, and yellow birch), and 50% mixed forests.

Perry has been able to see the potential of his woodlot differently than most woodlot owners. From the beginning, he considered its potential for wildlife and recreation as well as its ability to produce pulpwood and sawlogs. Leaving a snag for flickers, planting the occasional apple tree, and not harvesting during the nesting season was seen as rather odd. According to Perry, "Why would anyone want to cut wood in spring anyway when the flies are so bad?"

Over the years, Perry moved away from pulpwood production to cutting firewood for the local market. A decade ago it made sense to cut firewood and sell locally rather than produce pulpwood. More recently, competition from "weekend producers", armed with chain saws and pick-up trucks, made this less attractive. This part-time competition led Perry to close out his firewood business and put greater emphasis on maple syrup production. But even here competition from the large manufacturers in Quebec made maple sugar production unattractive on its own. Nowadays Perry bolsters his maple sugar production with commercial recreation. He concentrates on providing 'value-added' recreational services on and off the woodlot. These services build on his interests in wildlife and outdoor recreation, and the outdoor recreation attractions on his woodlot (see Figure 2.1).

Perry clearly sees his business as providing exciting and satisfying recreational and social experiences for two distinct target groups. He is no longer directly in the maple syrup business although maple syrup production remains a very important part of what he does. As one part of his operation, he now provides family recreational experiences for local and metro Halifax families. For some families, this has become an annual rite of spring. "This helps them say goodbye to winter and look forward to summer." They visit the woodlot to see the sap collected and the syrup produced. The children enjoy making taffy in the snow, and the whole family enjoys a pancake breakfast or lunch cooked on a wood stove in a rustic and attractive sugarshack (made from "waste" poplar logs from the woodlot). Visitors can also take a sleigh ride; a neighbour supplies the horses and driver. Perry provides visiting families with an opportunity to break out of their winter shells, feel the warm sun on their faces, and frolic in the snow.

Over the last fifteen years, Perry has successfully extended his business to include a successful outfitting business. According to Perry, the key to success with outfitting, as it was with the pancake business, was coming up with the right product and proper promotion. Perry insists promotion, especially for his outfitting business, has to be done properly. For this he gets outside help. "The choice of a word can

be the difference between success and failure." Words like remote, rustic, and pristine go beyond the outdoor recreation activity itself to conjure up exciting images that capture tourists' imaginations. If they are interested in backcountry fishing, hunting, or outdoor experiences, uncrowded backwoods, and a friendly and knowledgeable guide, they will likely be attracted to one of Perry's outfitting packages.

"It's no use promoting the outfitting business to Nova Scotians, they have almost unlimited access to fishing and hunting on their own." Perry ensures that his brochures are at the various points of entry for the province. He is able to pick up some business this way from tourists who are looking for a few days to do something really different once they have arrived in Nova Scotia. He also attends two or three tradeshows a year in the United States to sell short vacation packages. He began doing this in New England, but found Bostonians to be hit hard by the downturn in the defence trade. He tried the mid-west but found that they only looked directly north, not east. Lately he has settled on Florida and Georgia. They have uncomfortably hot summers and look to Nova Scotia to escape the heat. "Recently, I've thought more about the European market but they are looking for vacation packages of two or three weeks not two or three days!"

For Perry, a key to success, besides packaging, is infrastructure. "You cannot charge for the wildlife; it's also difficult to charge entrance or trail fees. Nova Scotians have pretty much free range over undeveloped forest lands whether private or Crown. But you can provide additional services that have value that people are willing to pay for. If you have a beaver pond, you can build a primitive cabin and rent it to naturalists in summer and hunters in fall and perhaps fishermen in spring. If you have ski trails, you can build a warming and waxing hut and charge a fee for services that other users will not get. If you have a secluded lake, you can build a primitive shelter or cabin that you can rent for camping.

"It seems to me that the Germans or the British would love to spend a week or so at a Canadian lumberjack camp, learn hands-on forest management skills, woodcraft, forest ecology, and pay for the privilege. But this requires the right type of packaging and promotion."

Perry has found the following to work for him to provide the type of opportunity people expect:

- Keep timber cuts small. If you need more wood, spread your cuts carefully throughout the woodlot.
- When building roads, keep them as narrow as possible. Don't go straight, put in bends to add interest.
- Avoid sensitive habitats e.g. a swamp. Follow the wildlife management guidelines and try to understand why they are recommended.
- Never drive machinery through a waterway; this devastates fish habitat.
- Build brush piles to provide cover and habitat for small wildlife.
- Don't feed wildlife, but plant apple trees and wild cucumbers. Encourage suckers to improve habitat.
- To encourage nesting, you might try building nesting boxes such as wood duck boxes.
- Learn chainsaw carpentry to build inexpensive, rustic, and attractive looking fences and buildings.
- "Think of what you want to accomplish in the future. It takes quite a while for your investments and developments to payoff."

Note: Since this cameo was written Perry has largely retired from the woodlot management business and sadly Judi passed away early in 2013 after bravely fighting cancer.

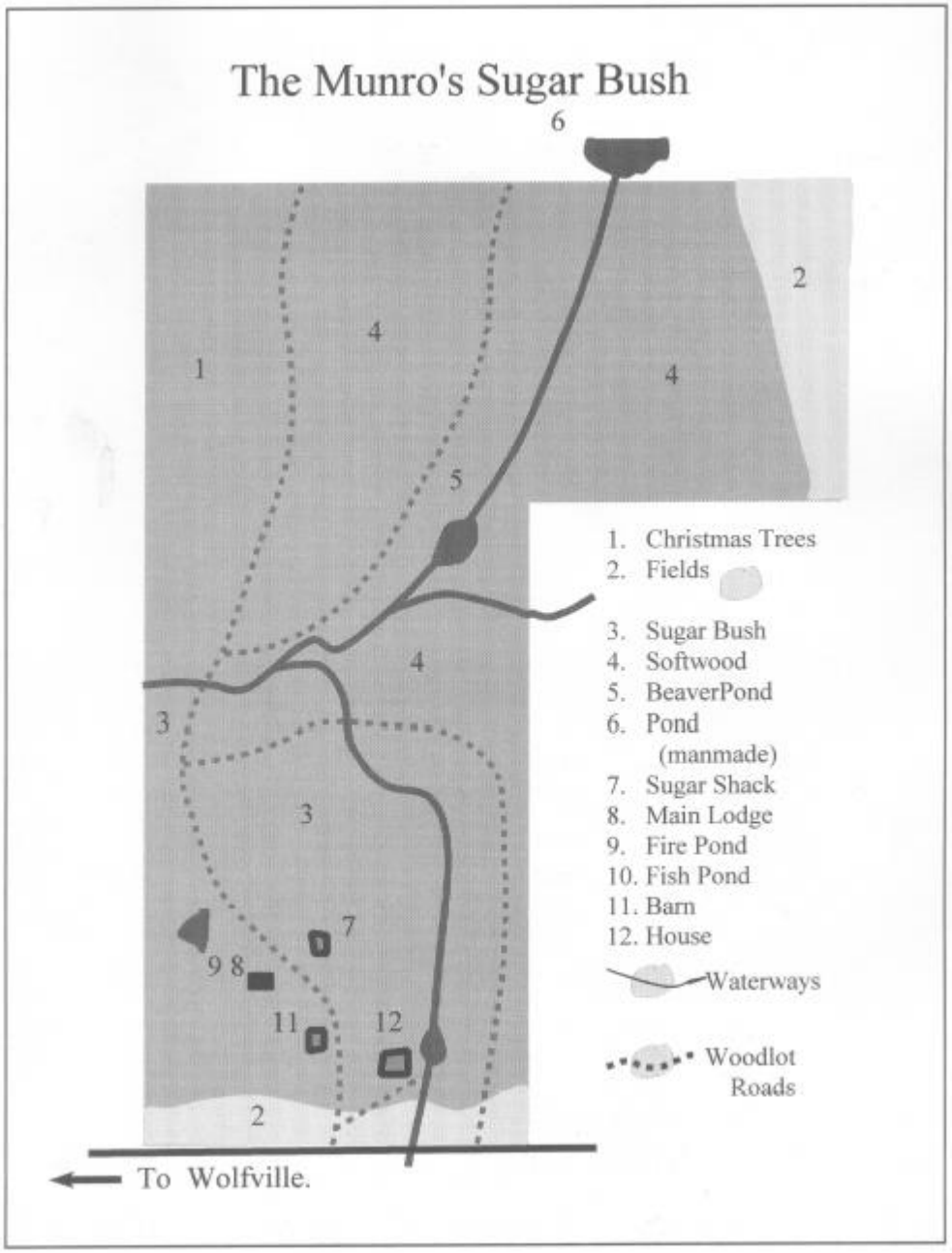


Figure 2.1: The Munro's Woodlot

Developing Community Park Opportunities

This lesson focuses on the physical features of your community park and how they can be used for recreation activities. A simple matrix and checklist will help you make community park management decisions and determine your park's recreation potential.

There are two key community park concepts that management teams should understand. They are park settings, and recreation opportunities. A park setting is:

> a blend of natural and managerial features of an open space that recreation users find attractive.

A setting includes general features that are part of the natural and built landscape and also includes more detailed aspects such as vegetation, wildlife, and more specific physical features. The setting can include a combination of lakes, rivers and streams, forests and fields, caves, hill tops, cliffs, valleys, buildings and travelways.

The quality of the setting and ultimately the recreation experience is often influenced by elements that you have little control over. These include:

- the weather and other environmental conditions;
- social situations created by companions and other users' behaviour;
- the user's mental condition such as mood and enthusiasm;
- the user's physical health and fitness level;
- the user's skills and equipment; and
- the user's past and anticipated experiences.

An outdoor recreation opportunity is:

> the combination of a park user's desire for recreation in the outdoors and a satisfactory setting that creates the potential for satisfying recreational experiences.

It is important to keep in mind that this 'coming together' of setting and user only creates the opportunity; it does not guarantee that a positive recreation experience will happen. Several factors have to fall into place for a potential setting to actually provide satisfying recreation. These depend on the user, the activity, the setting, and to a varying extent, the support of park management.

Recreationists use the community park setting to create outdoor recreation experiences that provide those benefits. Ideally outdoor recreationists match the setting, timing, social and psychological needs, as well as environmental conditions, to provide the best possible recreational experiences. They will, if given the option, choose a river teaming with salmon, explore picturesque woods, or hike spectacular scenery on a beautiful day. To enhance an outdoor recreation opportunity, you should concentrate on things you can influence most. This usually involves improving a specific outdoor recreation setting, managing the surrounding forest, and providing other supports when necessary.

Wolfville Reservoir Park

The Community Park Management System.

A community park management system includes:

> all those activities that a community park manager does that influences the recreation setting, opportunity, or experience.

This emphasis on the visitor, the setting, and the manager leads to three related management tasks: resource management, user management, and service management. It is important to understand how each of these affects the other, and how they combine to provide quality outdoor recreation opportunities.

1. Resource Management.

There are six phases to resource management (Table 3.1). Only the first phase is covered here; the others are covered in later lessons. In resource monitoring, the community park manager must think about management impacts, as well as natural processes such as weather, fire and insect infestation. Keep in mind that you have direct control over some things; others need cooperative action with neighbours or community, and some are at the call of nature. A close watch should be kept on:

- soil conditions,
- water quality and quantity,
- air quality,
- vegetation, and
- wildlife.

Some prime attractors may include, for example, lake, river and stream frontage, old growth forests, or wildlife habitats. You should note your prime attractors in your community park plan and begin to think how you will manage them. Next, zone recreation use by keeping in mind your other IREM objectives such as water quality and quantity management, nature preservation, and wildlife management. Where conflicting uses occur, decide what IREM activities are most important, and note this in your community park plan.

You will need to develop community park management objectives for each chosen recreation area and activity. Some strategies for site management include leaving a site open, closing it off for recovery, or applying restoration treatments such as soil aeration. Heavy recreation use may be permitted in some areas to provide relief for more delicate areas. A more detailed site design may be necessary for specific areas and sites.

There are varying approaches to integrating recreation use with other open space management activities. Community park managers may, for example, designate specific sites for outdoor recreation use only, or assign zones where outdoor sports are a secondary or complementary activity to other community park uses. Areas may be specified where recreation is only a residual use: where there is no deliberate recreation provision or management, or where recreation is generally off limits. See Table 3.2 for more details and Figure 3.1 for an example community park zoning map.

In integrated community park management, the most obvious feature to manage are trees. The overstorey is managed with silviculture techniques such as planting, thinning, and harvesting, and sanitation cutting. When outdoor recreation is integrated into the community park management process, other factors such as the beauty of your community park, safety, access, and wildlife habitat management become more important. As a general rule you should isolate sensitive plantations and industrial projects from recreation activity. Signs, gates, and carefully sited access routes can help accomplish this. You can also reroute access roads and trails away from areas that need rehabilitation or separation.

Taking proper care of the forest goes a long way to enhance outdoor recreation opportunities. Managing the overstorey helps protect soils and young growth. Remember, increased light stimulates understorey growth. This may mean more intensive

Table 3.1: Park Resource Planning Phases.

Phase	Description
Phase I:	Monitors the state of the community park or resource.
Phase 2:	Sets community park objectives.
Phase 3:	Looks at site design.
Phase 4:	Develops operational procedures.
Phase 5:	Implements operational procedures.
Phase 6:	Evaluates the impact of programs and projects.

understorey management possibly including additional mowing or clearing. If you remove too much overstorey, you will expose vegetation and soils to harsh sunlight and heavy rain. Subsequent removal of binding vegetation may accelerate soil erosion.

Soil management is especially important on recreation trails. Bulldozing may seem a quick and efficient way to make a trail, but it often leads to excessive maintenance as well as scarring. If bulldozing is absolutely necessary, try seeding vulnerable areas. This will speed up turf production and cut down on erosion. Certain types of recreational use, such as off-road recreational vehicles, may also keep down unwanted growth but cause rutting that contributes to washouts.

There are a number of water management techniques that can be used to protect and enhance the recreation setting. These techniques can also secure and improve wildlife habitat.

Table 3.2: Community Park Site Management.

Issue	Feature		
Examples of Prime Attractors:	Lake Frontage	River Bank	
	Trout Stream	Rock Face	
	Look-off	Trail Network	
	Old Growth Forest	Backwoods Cabin	
Possible Outdoor Recreation Zones	Primary Recreation Area	intensive use	dispersed use
	Multiple-use Areas	intensive use	dispersed use
	Wildlife Habitats	prohibited use	controlled use/ educational use
	Maintenance Use	temporary closures	permanent closures
Site Management Activities:	Road & Trail Access	trail hardening	
	Site Durability	soil aeration	
	Vegetation Rehab.	sacrifice areas	

	Species Resilience	site closure	
	Habitat Resilience	site closure	

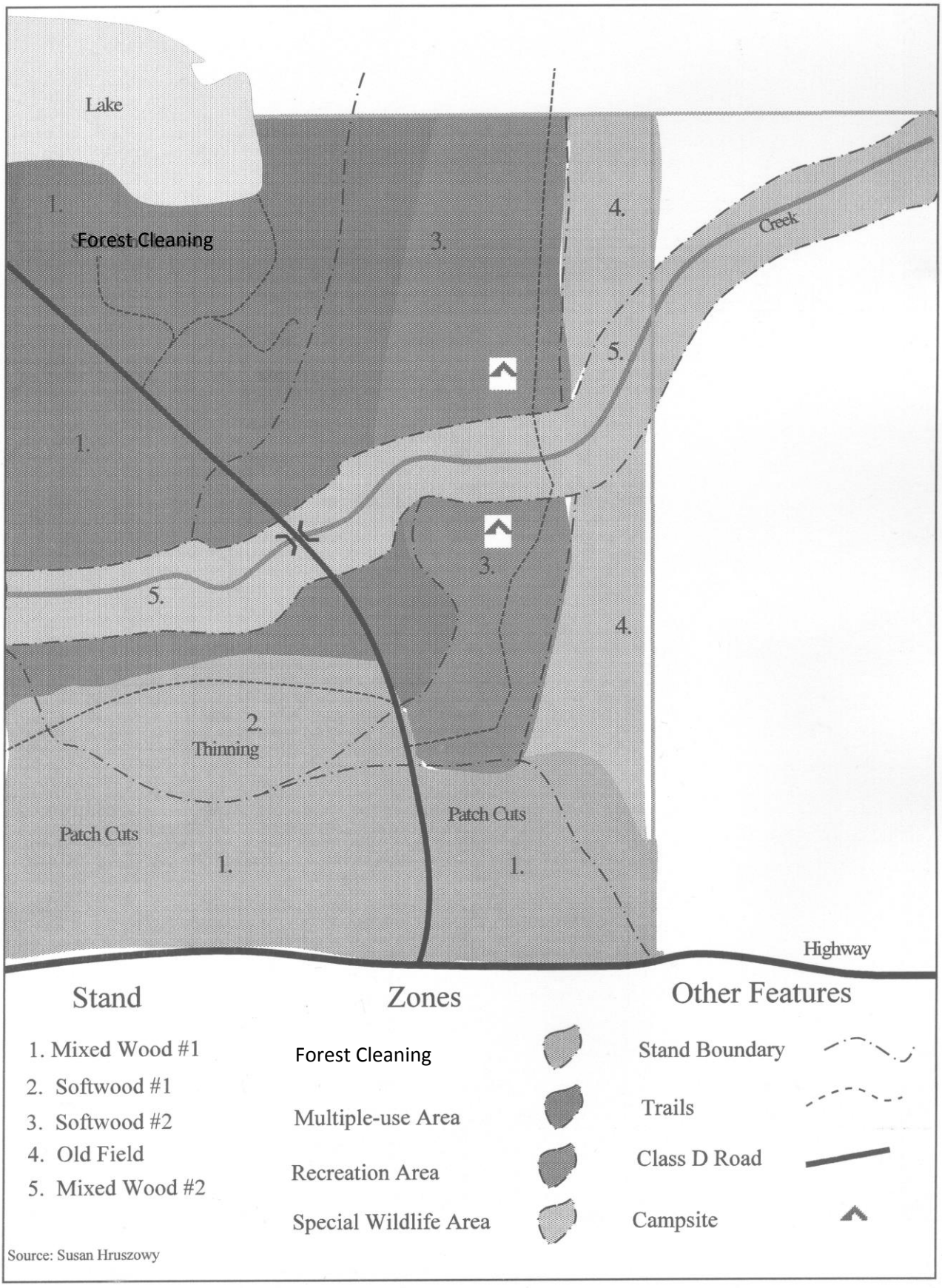

Lake
1.
Forest Cleaning
3.
4.
Creek
5.
1.
3.
5.
4.
2.
Thinning
Patch Cuts
Patch Cuts
1.
1.
Highway
Stand
1. Mixed Wood #1
2. Softwood #1
3. Softwood #2
4. Old Field
5. Mixed Wood #2
Zones
Forest Cleaning
Multiple-use Area
Recreation Area
Special Wildlife Area
Other Features
Stand Boundary
Trails
Class D Road
Campsite
Source: Susan Hruszowy

Figure 3.1: Community Park Zoning Map

It is difficult, however, to control either water quality or quantity when surface and ground water flows originate outside your park. Tree removal can have a marked effect on water quality and quantity. Before you undertake extensive tree removal operations, take the time to consider the possible water management impacts on your neighbours, as well as your own park setting. You should also contact the Department of Environment for advice on regulations and recommended practices.

Eighty percent of a recreationist's assessment of a natural area is based on what a person sees. Certain other psychological factors also affect the experience. Judgment is affected by personality, experience, mood, and the behaviour of companions as well as others park users. In addition, broad environmental conditions such as weather, air quality, and time of day or season play a role.

Although many of these factors are beyond the control of the community park manager, you can do a number of things to enhance visual conditions. You can, for example, open up view planes by selectively removing trees or brush, and trails can be routed to a scenic vista. In addition, fast growing evergreens can be planted to help create a windbreak or screen a quarry. A variety of techniques can also be used to alter a user's sense of scale. Trails can be wound through meadow and woods to alternatively focus sight lines on wildflowers and open vistas. This approach to trail design constantly changes the hiker's perspective from wide open spaces to narrow, enclosed canopies.

2. User Management.

User management takes into account recreation needs, styles of participation, and recreation perceptions. It also focuses on recreation impacts on other park management activities.

There are three main ways to influence user behaviour. They are:

- providing information
- providing educational and interpretive programs, and
- site management: especially access management.

The community park manager is especially concerned with (a) user safety programs, (b) user distribution management, (c) informational services, and (d) interpretive programs.

User safety programs ensure that community park use is as safe as can be reasonably expected (see Lesson Seven and Eight). Distribution management can be used to increase user safety, as well as enhance the recreation experience and protect the resource. It can guide recreation use on the community park and distribute use throughout the year. Community park users are often attracted to areas of outstanding beauty, special interest, or service facilities such as toilets, rest stops, or 'take-off areas' such as trail heads. Planning and designing the community park to disperse or concentrate outdoor recreation opportunities at a site, area, community park, or region, goes a long way to reduce resource impact.

Information services tell the user where to go, what to avoid, what precautions are needed, and what to do when help is required. An effective way to influence visitors' behaviour is to get information to them before they come to your community park. This encourages users to prepare properly, for example, by bringing the right clothing and equipment. Unfortunately, reaching users before they visit your community park is quite difficult.

Interpretive programs help the visitor learn about the natural and cultural resources on and around your community park. These resources include its geology, animals, plants, fungi, insects, ecology, and habitats, as well as cultural features. An interpretive program stimulates curiosity, appreciation, and understanding.

You can adapt a broad range of interpretive tools already tried and tested to meet your community park management's interpretation needs (see appendices). You can choose, for example, self-guided walks, activity stations, multi-media presentations, and demonstrations. There should be informational signs to let first time users know what facilities are available.

3. Service Management:

Service management concerns the level and type of programs or services you offer. This concept was introduced in Lesson Two (see Table 2.5) and is covered in more detail in Lesson Six.

As you apply more integrated resource management techniques, it is important to think about how community park activities impact each other. Table 3.3 illustrates one approach to this concern. Effective outdoor recreation management begins with a keen sense of how recreation and outdoor sports fits with and affects other community park management objectives. A cross-impact matrix, helps you think about possible knock-on effects before committing yourself to ground level changes. For example, you may build an access road only to find it heavily used by motorized recreational vehicles. This increased but unauthorized recreation use may inadvertently increase your maintenance costs and even fire risk.

To get started with your cross-impact matrix list all your key park management objectives down the left side, and repeat the same list along the top. Where each column and row intersects, for example, recreation and nature preservation (cell #11), there is a cross-impact. A broad cross-impact analysis will help you manage all the different activities and objectives in your community park. You may also want to try more detailed analyses for special zones, areas, or sites.

This cross-impact approach leads to a consideration of outdoor recreation displacement. Displacement occurs when recreation users are displaced from preferred or traditional settings by other community park activities. Your actions, combined with those of your neighbours and other recreation providers, constantly affect supply and demand. In this constant flux, traditional outdoor recreation opportunities are displaced; some but not all are replaced by new ones. Theoretically, the overall effect could be positive, but in practice there appears to be a net loss of outdoor recreation opportunity.

Summary:

Recreationists are attracted to outdoor settings first and foremost by natural and built attractors. If your community park lacks natural outdoor recreation attractors, there is little you can do to enhance a community park's recreation potential.

> You can't make a silk purse from a sow's ear!

If your community park has one or more attractors, you can often enhance these, but do not overdo development. Always keep in mind that recreationists are key to creating their own quality outdoor recreation experiences. Ultimately it is up to the user or user groups to take advantage of any recreation opportunity you provide.

I.

Table 3.3: An Illustrative Cross Impact Analysis for Your Community Park.

	OS	**WS**	**WM**	**VM**	**OR**
Outdoor Sports OS	1. OS vs OS	2. WS vs OS	3. WM vs OS	4 VM vs OS.	5. OR vs OS
Water Conservation WC	6. OS vs WC	7. WS vs WC	8. WM vs WC	9. VM vs WC	10. OR vs WC
Wildlife Management WM	11. OS vs WM	12. WS vs WM	13. WM vs WM	14. VM vs WM	15. OR vs WM
Visual Management VM	16. OS vs VM	17. WS vs VM	18. WM vs VM	19. VM vs VM	20. OR vs VM
Outdoor Recreation OR	21. OS vs OR	22. WS vs OR	23. WM vs OR	24. VM vs OR	25. OR vs OR

An Example Cell # 11: Outdoor Sports cross impact with Wildlife Management.
Cross Impact 1: Perhaps in contemplating an orienteering course through your wooded area you determine that that there are two key raptor nesting sites that would likely be adversely affected.
Resolution: This may require zoning to keep the course away from these sites, or schedule this activity after the nesting season.

Cross Impact 2: Wildlife, in the form of noxious vegetation may have a deleterious impact on the enjoyment of this recreation activity and the health of participants. For example, poison ivy may be present in a particular area of the forests.
Resolution: Warning signs may be sufficient, perhaps siting the orienteering course away from poison ivy habitat may be required, or managers may decide to eradicate the poison ivy on health and safety grounds.

Test for Lesson Three

1. How does a recreation setting differ from a recreation opportunity?

2. What has to fall into place for an outdoor recreation opportunity to be transformed into an outdoor recreation experience?

3. List six prime outdoor recreation attractors to be found on the Dentons' property (this is the short case in Lesson One).

4. List the step by step model of the six phases of resource management.

5. Identify three ways you can monitor water quality in your community park.

6. Devise four outdoor recreation zones useful for your own community park. Explain how these zones fit in with your present community park management plan.

7. List three ways you can use vegetation management to improve recreational experiences on your community park.

8. What are three improvements to your own open space management practices that might enhance a recreation setting in your park.

9. Explain three ways to positively influence recreation user behaviour in your community park.

10. What are the three main purposes of interpretive programs?

II. Briefly describe an outdoor recreation package that may attract tourists to your community park.

12. Describe three cross-impacts between recreation and access management in your community park.

13. "You can't make a silk purse out of a sow's ear!" Briefly describe how this adage applies to your community park?

INTEGRATED RESOURCE & ENVIRONMNETAL MANAGEMENT (IREM) CHECKLIST.

I List your important IREM categories: e.g. outdoor sports, wildlife management, and outdoor recreation.

II Draw a matrix (see example below) with enough cells from top to bottom and left to right, for each of your IREM categories.

	OS	WC	WM	VM	OR	*
Outdoor Sports						
Water Conservation						
Wildlife Management						
Visual Management						
Outdoor Recreation						
*						

III Develop a list of codes for each IREM category:
e.g. Water Conservation = WC.

IV Number each of the cells in your matrix and label the cross impact using your codes:
e.g. RM vs. WC.

VI Select the five most important cross-impacts and develop guidelines to minimize damaging impacts, and enhance beneficial effects.

LESSON FOUR

Integrating Park Resources with Recreation Development

This lesson introduces a checklist known as the Community Park Recreation Opportunity Checklist (CPROC). Its purpose is to help you develop detailed guidelines for integrating recreation in your community park. It can also be used to collect and organize information for future park development.

Community Park Recreation Opportunity Checklist:

CPROC is based on the three major outdoor recreation management concerns introduced in Lesson 3: resource management, user management, and service management. CPROC helps you sort through possible recreational opportunities in your community park. Specifically it helps to

- assess your community park's outdoor recreation potential;
- select appropriate outdoor recreation activities;
- identity the benefits community park users look for;
- target outdoor recreation activities and user groups; and
- decide how you can best get involved in recreation management.

To learn how to use this checklist effectively, first read the text and scan the charts. This will give you a basic feel for the CPROC process. Next, review how well you understand its various parts by trying the test. This lesson's checklist and the case study in the appendices gives you an additional opportunity to develop your knowledge and skills before you tackle planning your own community park.

The Community Park Resource:

To assess your community park's physical potential you need to identity the requirements of a few desired outdoor recreation activities, and then assess the attributes of your park to see how it measures up.

There are two basic physical requirements for outdoor recreation; they are resource attractiveness and space needs. As far as resource attractiveness is concerned, both 'general' and 'specific attractors' are needed to draw recreationists to your community park. Table 4.1 is a chart of 'Overall Naturalness'. Comparing your community park to this chart allows you to make a broad judgment about its suitability for certain kinds of outdoor recreation. To use this chart ask yourself, where does my community park fit? And what does the chart say about my park's overall recreation potential? As you check the other charts you will be able to further narrow realistic options.

Most outdoor recreation and outdoor sport activities need a lot of space. As a consequence, size is important in defining potential. Keep in mind that not only does the outdoor recreation activity have general space requirements but that recreation users have specific psychological needs. These might include, for example, enough space to feel safe when cross country skiing, or hiking trails large enough to give a sense of isolation and remoteness. Table 4.2: Community Park Size provides a guide to what is generally possible on various size community parks.

Table 4.1: Park Types

Park Type	General Setting	Appropriate Recreation Activities
A: Primitive	Often involves extensive old growth forests, lakes, barrens and wetlands that are largely unaltered by humans. There are no roads or purpose built trails. River crossings are made with primitive log bridges.	Wilderness adventure and solitude. Wildlife appreciation and adventure based ecotourism. Human intrusion is minimized and may be restricted, especially where habitat protection and scientific enquiry is important. There are no developed or managed campsites or other intrusive management interventions. Access by motorized vehicles such as ATVs, motor boats, and airplanes is strictly limited. Usually use is by small informal groups.
B: Semi-Primitive: non-motorized	Areas are substantially natural but may have secondary growth and rudimentary trail systems, wilderness campsites, and basic informational signage. Ground level management is minimal but includes basic campsite and trail maintenance as well as some minimal visitor support.	Similar to above but more use by larger groups of eight to twelve is acceptable. Access remains restricted to non-motorized vehicles, although backcountry travel is facilitated by more developed trails and information such as detailed maps and direction signs. There may be simple wilderness campsites in designated areas and rest points along portage routes.
C: **Semi-Primitive: motorized**	Similar to B but here access by motor powered boats is permitted and the trails are sufficiently developed to accommodate ATVs. Bridges are more substantial and permanent campsites with shelters or huts are possible. This includes some industrial lands, Crown lands, and some of the larger and less developed parks.	Generally visitor density is low but may be higher where trails lead to recreation nodes such as lakes, trout pools, or look- offs. Camping is generally more developed and visitor activities are often more intrusive on other users and natural habitats.

Community park Type	General Setting	Appropriate Recreation Activities
D: Roaded - Natural	This includes many community parks where access and park roads have been built. The community park itself remains essentially natural with natural regeneration and secondary growth.	While gates can control some access, roads put extra pressure on natural habitats and generally encourage more intensive recreation. The woods road network provides the opportunity for quite intensive use that includes frequent visitor interactions. Activities such as hiking, wildlife appreciation, nature study, and boating are common. With more intensive use there is increased potential for visitor conflict with others involved in similar or different activities.
E: Rural	Refers to community parks adjacent to county roads. The community park is frequently under intensive forest management including silviculture and plantations. They tend to have less diversity than more natural area but may have interesting mosaics of forest stands.	They can provide popular trail systems, picnic parks, and boat ramps, especially for people with little time or opportunity for extensive travel. They also provide good locations for family camp sites.

Table 4.3: Environmental Factors considers elements such as air quality and water features that also affect your community park's recreation potential. Table 4.4: Forest Growth Stages is a chart that helps you determine the attractiveness for outdoor recreation of individual forest stands within your community park. Table 4.5: Location and Proximity considers the importance of various external factors on outdoor recreation potential.

Once you have looked at your community park's general attractors, you should consider its specific attractors. These may include obvious features such as rock faces, lake frontage, and swimming holes, as well as less obvious features such as unique animal habitats and rare plants. Once this assessment is done, you can narrow down your outdoor recreation options. This process will give you a list of possible outdoor recreation activities and settings for your community park. The next step looks more closely at potential outdoor recreation users and matches these with your community park's outdoor recreation options.

The Outdoor Recreation User:

Although many outdoor users' needs are defined by the basic outdoor recreation activity, for example, trail riding has to have horses as well as bridal trails, remember that some important outdoor recreation requirements are defined by users' psychological needs. Some people use the backcountry for peace and tranquility while others seek adventure and excitement, and some users want to be alone while others are comfortable in crowds.

Level of Service:

Having selected the activities, target groups, the atmosphere, and the experience you hope to create, consider your intended level of service. Your level of service will depend on your interests and resources and your potential users' needs.

Your objectives should clarify what you hope to do, and how you plan to do it. For the most part, community park managers will simply provide the outdoor recreation setting and leave it to the user to do the rest. In Lesson Six you will discover, however, that there is much more to selecting an appropriate level of service than simply providing the outdoor recreation setting. Before you seriously consider your own community park's service level, you may want to take time to read through Lesson 6.

Table 4.2: Park Size

Size (ha)	Possible Uses
0.5 - 5 ha	Can be used to site a backwoods or lakeside shelter, a picnic area with a short network of interpretive trails, a high ropes leadership course, a play area, or wilderness campsite. Over time there is likely to be substantial understory trampling and displacement of wildlife. Continued recreation use may require some areas and trails to be hardened or rotated with other areas.
5 - 20 ha	It is possible to develop simple trail systems that link areas of special recreation or educational interest. It is difficult to zone or separate industrial activity, wildlife habitats, and recreation activities. Use can sometimes be separated by season.
20 - 40 ha	The community park can be zoned for various uses and linked by a network of trails such as a trail cloverleaf network. The human impact on wildlife and vegetation is often substantial, especially close to trails, look-offs, and recreation focal points such as boat landings. It is possible to support different recreation activities or recreation styles by zoning and twinning recreation trails and sites.
40 - 75 ha	It is possible to zone wildlife habitat, and recreational use, and provide reasonable visual, noise, and psychological separation. Some areas may be kept primarily as wild areas, and others used intensively for recreation.
75 - 400 ha	Can be used for back country or pocket wilderness recreation. It is possible to manage for intensive and extensive outdoor recreation such as family camping and backcountry travel, and nature conservation.
Over 400 ha	Community parks and other open space areas such as provincial and national parks can be cooperatively managed as landscaped scaled ecosystems to provide extensive outdoor recreation opportunities such as canoe and hiking networks requiring two or more days of travel. With areas this large, it is possible to develop a forest systems plan where a broad range of outdoor recreation settings are developed alongside a wide range of other uses.

Table 4.3: Environmental Factors

Media	Recreation Potential
Water	Ocean fronts, estuaries, rivers, streams and lakes alongside a community park provide attractive recreational settings. In the past wetlands and bogs were ruined by drainage projects, now more care is given to their preservation.
Air	Air quality is critical for a satisfying and healthy recreation experience. Although the community park manager has little control, you can influence matters by supporting environmental regulations and encouraging polluters to comply to them. You can significantly contribute to better air quality by maintaining a strong and healthy forest.
Underground	In limestone areas referred to as karst landscapes, there is the potential for underground adventure. Old mine shafts and mine entrances present serious safety hazards and should be properly secured.
Edge	Edge is an important feature for some wildlife species and is often valued by recreation users. Keep in mind, however, that the Eastern Canadian Landscape is already heavily fragmented so increasing edge is often not a good idea. Edges can be created by different species or forest types, succession levels, and age classifications, as well as different land-uses.
Diversity	Landscape diversity plays an important role in defining the quality of an outdoor recreation setting. However, the emphasis is usually on visual appreciation, curiosity about nature, and physical challenge, rather than on biological and geological diversity alone. By and large greater landscape diversity is appreciated more in slower or more sedentary recreation activity. Travelling through a single forest type can be very boring for backpackers, but fine for anyone in a car. Repeated patterns of diverse landscape can also be tiresome. For example, canoeists travelling all day within one landscape type. Even though the forest may be diverse at the species level, continued repetition of a similar landscape can be tedious. If diversity is threatened by increased recreational, educational, or scientific use, you should take appropriate steps to safeguard the resource.

Table 4.4: Woodlot Growth Stages

		AGE	HEIGHT	CHARACTERISTICS
FOREST OPENING		Annuals & Perennials	Less than 2m	Old fields and clearcuts with dispersed saplings, boulders, and harvest debris. Accessed without trails.
SHRUB, SAPLING		0 - 10 yrs.	Less than 2m	Not attractive for recreation in isolation but provides good cover for small mammals and birds.
THICKET WOODLAND		5 - 30 yrs.	2 - 5m	Impenetrable vegetation accessible only with well maintained trails. Provides important wildlife habitat.
POLE TIMBER		15 - 70 yrs.	5+m	Overstorey merges above head height. Lower softwood branches are pruned naturally. Trails improve access, thinning can improve aesthetics.
SEMI MATURE WOODLANDS		35 - 120+ yrs	15+m	Understorey retreats with less light. This makes cross country travel easier. Natural pruning opens canopy for greater diversity and recreational interest.
MATURE FOREST		50 - 120+ yrs	20+m	Trees are generally large and well spaced. Canopy openings provide diverse species and age classes. This is the most attractive forest for recreation.
OLD GROWTH		50 - 120+ yrs	20+m	Accelerated pruning, decomposition, and selection cutting creates an attractive recreation and wildlife resource. Snags are only removed when recreation safety is an issue.

Table 4.5: Location and Proximity

Community Park Proximity Outdoor recreationists travel varying distances to satisfy their needs. Some people are prepared to travel great distances and block large amounts of time to visit areas of outstanding natural beauty and exceptional outdoor recreation potential. This may result in intensive use for a short period, such as Point Pelee National Park in Ontario - a prime bird watching area, or infrequent visits to a harsh and isolated wilderness such as Ellesmere Island near the Arctic Circle.	
Proximity Factor Population Centres	Parks users are able to make use of shorter time slots when parks are closer to home. Intensity of use is likely to be greater, the closer a community park is to major population areas.
Major Transportation Routes	As transportation options are improved, travel time is reduced, and recreation locations effectively get closer. A controlled access highway for instance, improvements to air service, or more cars or public transportation can effectively 'shorten' the distance between your community park and potential recreationists. Some developments, however, make things worse. Rail closures, for instance, as well as traffic congestion can reduce accessibility. A major highway in proximity to your community park may also diminish recreational value because of additional noise, or it may restrict access for others, such as young children.
Areas of Outstanding Natural Beauty or Scientific Interest.	Having an adjacent natural or culturally significant area near your community park may raise the recreation value of your park. Visitors may make a special visit to one of these attractions and then take a side trip to your community park.
Areas under Environmental Stress	While you may be able to benefit from nearby attractions, it is also possible to be badly affected by adjacent areas. If your community park is downwind from a chemical pulpmill, for example, you are less likely to attract recreationists in search of pristine natural experiences. If your region has notorious polluters, their reputation will effect use of your community park, whether or not the pollution itself is a major irritant to park users.
Competitive Recreation Settings	There are no hard and fast rules as to what constitutes competition. Burger King, for example, recognized that they could be successful locating outlets close to MacDonalds. The rationale was that people are attracted to fast food service nodes first, and once in the vicinity, many will choose Burger King. If certain local needs for outdoor recreation are being met in a neighbouring village's community park, you may want to consider providing different park attractions. You may decide that working in concert with your neighbours will develop your region as an 'outdoor recreation or outdoor sport node'.
Proximity, Community Park Quality and Visitor Travel	You should consider proximity issues and estimate how far and what seasons people might be willing to travel to use your community park. Your community park may be attractive enough to entice visitors from the local village, the nearest town or city; it may even attract visitors from abroad. This depends on what you have to offer and the way you market potential benefits.

Cameo:

BICYCLE RIDERS

Over the past decade or so, you may have noticed an increasing number of bicycle tourists in Nova Scotia. At first glance they all seem to be involved in the same activity - bicycle touring. From an outdoor recreation programming or service level perspective, however, these cyclists are often quite different. Some are local and travel only a few kilometres from home. Others carry their bikes on car racks to areas of interest. They bicycle from a central spot for a few hours or so, and then return home. These cyclists sometimes use maps developed by tourism or recreation departments, but for the most part they don't need special help.

You may have noticed that some cyclists carry camping gear in panniers and cycle hundreds of kilometres over several days or weeks. They often need special cycling maps and use public and private campgrounds for overnight accommodation. Some cycling groups are also escorted by vans provided by specialized holiday companies that carry their gear from one overnight spot to next. Some groups camp and others use bed and breakfasts or motels. These groups obviously require special support infrastructure.

One Californian bicycle tour company runs tours throughout the world including Nova Scotia.

This company advertises throughout the USA using very elaborate promotions. This company attracts tourists willing to spend a great deal of money, and in return they provide a high level of service. They leave little to chance; they have well equipped support vehicles and very experienced staff. Participants are given a full holiday package that includes educational programs along the way, stops in fine restaurants, and overnight stays in the best inns and hotels that Nova Scotia provides. Although these people are fundamentally bicycle tourists, their activity style is clearly different from most other bicycle tourists. They are unlikely to be satisfied with anything but the best and would likely not enjoy roughing it.

What can you learn from this? Well, as you get more experience in community park and recreation programming, you will discover that different groups of potential users look for quite different experiences and levels of service. You will discover that some look for very little support while others want a great deal. Some are not prepared to pay for anything while others are happy to pay well for the right service. You need to find out what various users or activity styles demand and decide what you are prepared to do.

A Minnesota family touring Nova Scotia by Bicycle.

Lesson 4 Test:

What are the three major categories of outdoor recreation management?

How does the level of naturalness on a community park affect a community park's recreation potential?

How does the size of a community park effect the scope of recreation activities in your park?

Use an example to describe how the growth stages of a community park forest stand will alter its ability to support various recreation activities.

How might poor quality drinking water (potable water) affect recreation in your park?

If a neighbouring community develops its community park for outdoor recreation, how might this affect what you do in your park?

Give an example of a specific park attractor and explain how this might be used by recreation users.

Describe three different service levels you might adopt to serve bird watchers at your community park.

COMMUNITY PARK OUTDOOR RECREATION OPPORTUNITY CHECKLIST (CPROC).

I. Strategic Objectives:

What key resource values are identified in your community park's strategic plan (e.g.outdoor sports, fitness, wildlife, water conservation, outdoor recreation)?

1.How does present outdoor recreation use on your community park impact on these values?

2.How does managing for these values impact on present outdoor sport and recreation use?

II. Community Park Plan:

A.What is your community park's zoning plan.

B.Identify zones or areas of your community park that are compatible or incompatible with outdoor recreation.

III. Preliminary Outdoor Recreation Goals:

A.What are your present outdoor recreation management goals?

I . What are your present goals and expectations for outdoor recreation development in your community park?

B.What are your Management Resources?

I. What are your management strengths and weaknesses?

2. What are your outdoor recreation management resources?

C.What is your Outdoor Recreation Setting Potential?

D.Identify your Community park's Opportunities and Constraints:

a.What general attractors are suggested by the 'naturalness' chart? What outdoor recreation opportunities and constraints are suggested by this chart?

b.What outdoor recreation opportunities are suggested by the size of your community park?

c.What are the fragile and robust areas of your community park? What basic types of outdoor recreation are suitable in those areas?

d.What outdoor recreation opportunities and constraints are suggested by your community park's proximity to other areas and facilities?

e.What are the specific outdoor recreation attractors on your community park?

2.By summarizing the information developed in Question 1 above, determine what your key location and setting issues are?

3.What outdoor recreation activities might be developed in your community park?

4.What outdoor recreation activities should be discouraged on your community park?

E. User Needs:

I . What are your user requirements, outdoor recreation behaviours and possible activity style conflicts?

a.What outdoor recreation user needs have you identified?

b.Describe the various groups you have identified as present and possible users, the activities they want, and their preferred activity styles.

c.What are the potential areas of user conflict?

2.What key user group issues are there for outdoor recreation on your community park?

What outdoor recreation user groups will you target?

IV. Outdoor Recreation Service Levels:

A.Develop Outdoor Recreation Objectives:

I. What outdoor recreation opportunities will you develop on your community park?

2.What outdoor recreation activities do you hope to curtail, minimize, or demarket on your community park?

B. What outdoor recreation service supports do you need to provide?

V.Integrated Resource Management Impacts:

W.How will outdoor recreation development impact on your community park management resources?

X.How will your overall community park management practices impact on the potential for providing satistying outdoor recreation settings?

VI. Revised IRM Strategies:

A.What are your key outdoor recreation issues? How will these issues impact on your IRM

community park management goals?

VII. Revised Community Park Site Plan:

A.Make a list of sites and areas on your community park plan that must be revised to reflect your new outdoor recreation objectives.

LESSON FIVE

Site Planning and Development

This lesson helps you translate your broad community park objectives into actual physical developments. Your finished product should be a set of detailed maps, drawings, and specifications which become blueprints for future development.

There are four key ingredients to successful design: (I) technical knowledge in outdoor recreation planning and design, (2) an appreciation of how the community park manager, site, and user's needs are tied together, (3) creativity and innovation that allow you to capitalize on experience, and (4) a proper frame of mind; you should always plan with the park user in mind but temper your efforts with forest and land stewardship principles and your own management needs and constraints.

To avoid serious pitfalls, the planning and design process should never be rushed. If you followed the steps outlined in earlier lessons, you will be better prepared to develop quality outdoor recreation settings within your community park.

The Design Process

Before committing yourself to site planning and development, assess your preparedness to move on. To improve your readiness you should:

- collect planning and design information;
- identify key resource materials;
- identify useful resource people;
- check relevant regulations;
- check costs and availability of professional and /or volunteer services;
- check the availability and cost of technical information such as air photo maps and soil surveys;
- estimate preliminary planning and construction costs; and
- check out additional insurance coverage costs.

After doing this initial research you may decide to backtrack. You may decide you need more expertise in design or collecting appropriate information. Continually ask yourself, "Who am I trying to serve?" and "How can I safely, aesthetically, efficiently, and effectively design this area or facility to maximize the user's recreation experience?"

There are three main steps in the community park design process. They are the (a) survey phase, (b) analysis phase, and (c) design phase (see Figure 5.1). By systematically following these steps you will create a basic site map and several design sketches that detail your park development plans. Most designs include support documents such as cost estimates, work schedules, technical support plans, and detailed construction diagrams. With simple projects, however, construction may go from the final design without these additional support documents.

During the survey phase, collect relevant information to help you make project design decisions. The data usually includes information on specific outdoor recreation and sport activity programs and inventories of on-site and off-site

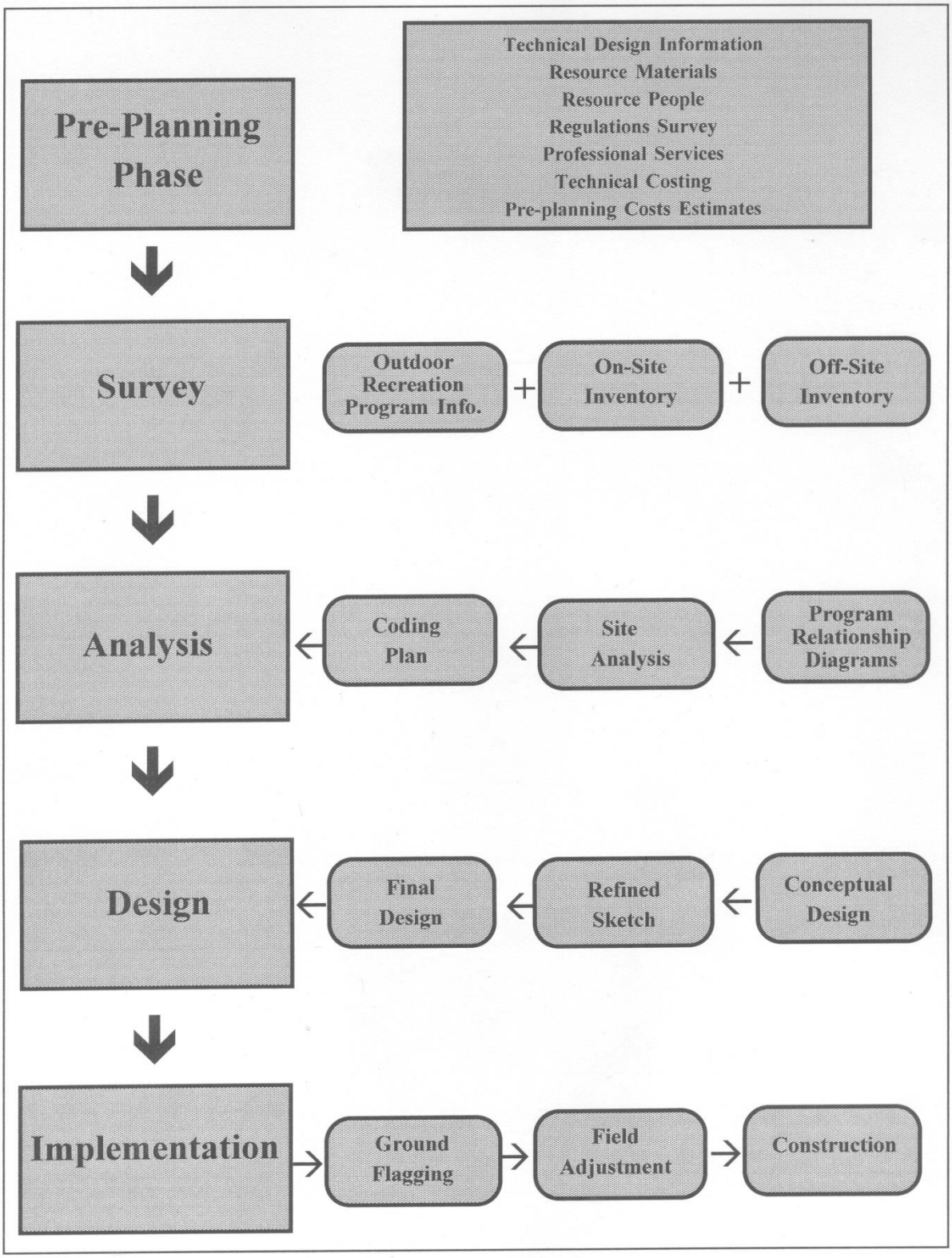


Figure 5.1: The Design Process

factors. The depth of information depends upon design needs and the planning resources you have available. Use the information collected in Lessons Three and Four as a foundation but supplement it, where necessary, with more details for each of your outdoor recreation design projects.

The information amassed should reflect the decisions you have already made concerning your outdoor recreation objectives. Some design objectives may be rather concrete such as developing five kilometres of ski trails, while others may be less tangible such as those inferred in your broad IREM strategies. What follows is a guide to collecting useful design information. Try not to be intimidated by this list, simply do the best you can given the time and resources available.

A useful place to begin the survey phase is to collect on-site information. An inventory of onsite factors includes information from maps and fieldwork. Start by checking legal and physical boundaries, land-use designations, zoning, and relevant health codes. It is also helpful early on to note information on built structures such as cabins, shelters or storage sheds, roads, trails, and bridges and power and sewer lines.

Key natural features include surface features like elevation, gradients, and drainage; soil types; and water bodies such as streams, rivers and lakes. Also note key geological features such as eskers, vegetation types, and wildlife. Other important natural features include the macroclimate found over the entire community park and microclimates found in specific locations such as woodlands. Information about air and water temperatures, sun angles, sun pockets, seasonal and daily wind patterns may be important, especially for siting picnic areas, playgrounds or sports fields. If you plan to build ski trails, find out where snow accumulates and where it quickly melts away.

Finally, the on-site inventory should include information about key aesthetic features. Understanding a site's aesthetic strengths will help match possible opportunities to the setting. These may include special viewpoints, sound barriers and smells, the way a stream curves, how a meadow abuts a woodland, or the way colours and textures interplay. After summarizing this information, think about how these factors will affect the outdoor recreation or sport experience, and the design and development of proposed outdoor recreation and sport facilities.

An inventory of off-site factors examines the built, natural, and psychological elements surrounding a site. Lessons Three and Four covered this for your whole community park; now you must focus on the areas surrounding a proposed intensive outdoor recreation or sport site. This may be a considerably smaller area than your community park. How are the neighbours of your community park likely to react to a new park development? This detailed external information will provide a better understanding of the relationship between your proposed outdoor recreation settings and your broader IREM and community development objectives.

The analysis phase provides detailed 'relationship' sketches or maps showing possible connections and associations between various program elements and their surroundings. In making 'relationship' sketches, do not worry too much about scale; simply concentrate on finding the best sites and travel connections. In the analysis phase you need to make basic design decisions. You should always be aware, however, that some information will lead you in one direction and some in another. In your role as facility designer you need to decide what makes best sense for you, your community park, and your park users.

Site relationship diagrams will help you decide how various park developments best fit together. Examples include deciding what outdoor recreation programming features can be set next to, or in close proximity to others without lessening other outdoor recreation experiences (or some other IREM and community value). From a psychological standpoint, few hikers, for example, want to smell trail-bike exhausts or side-step horse droppings. Similar conflicts also occur with

physical requirements. Cross-country skiers and snowmobilers are often incompatible because a snowmobile's tracks often make skiing difficult, especially on downhill sections. A thorough compatibility analysis provides the basis for separating and siting specific outdoor recreation development projects.

To help you with your site analysis add key information from site inventories to a base map of your community park. Devise a simple code that summarizes key features. For physical features you may use the symbols found on topographical maps. Devise your own symbols for aesthetic or psychological features. When doing field work make notes in a logbook that you carry with you when cruising around your park. Summarize the key pints on your sketch maps later.

At this stage you will likely have a number of possible design ideas. You may have noticed, for example, an attractive look-off which could be better appreciated from an established trail with a little selective cutting and pruning; or an old tree may have interpretive potential; or a special bird habitat may need to be avoided. When your sketch maps are complete, you will be able to tell at a glance what the special characteristics of a site are.

In the design stage, you should develop one or more realistic options for development. This stage consists of three sub-phases: (I) a conceptual sketch phase, (2) a refined sketch phase, and (3) the final design phase.

The product from the conceptual sketch shows how various areas and facilities will be joined by trails, roads, woodlands, or open space. Because you are working on paper, you can easily shift or change various developments to better meet your park development requirements. Keep in mind that you can only move 'proposed developments' on your sketch. It is very difficult to move streams, trees, rock outcrops, or previous developments!

The refined sketch includes detailed specifications and information. These sketches will have your final facility and site development intentions presented in a more accurate but somewhat un-polished fashion.

The final design sketch completes the process. Before beginning the final design make sure you know what you want to accomplish. Your goal should be to make the best possible use of your community park's features and potential for outdoor recreation and outdoor sport. Your final effort should include the costing of alternative development approaches and any other necessary details before final development begins. One very important rule is to avoid developing new park features that you will be unable to maintain.

Remember, the whole planning and design process is 'iterative'. This means you can go back over any phase of your design to improve it. A design only becomes difficult to change once you start making actual changes on the ground to your community park.

Facility Designs

In a manual such as this, it is impossible to give specific guidelines for every outdoor recreation or outdoor sport development, but a few illustrations are provided below. The areas and facilities discussed here are trails, camping areas, and support facilities. Elsewhere in the appendices more detailed references on outdoor facilities such as ski trails, picnic areas, and boat ramps are given.

Trails:

Trails are used in just about every natural park development. They can serve a variety of functions, simultaneously or seasonally. You should note that some planning and design principles are applicable to all trails while others are relevant only for particular developments. All trails, for example, should be designed to minimize erosion and environmental damage while bridle trails (horseback riding trails) need special attention to provide head clearance. With all trails you need to consider maintenance and supervision. Table 5.1, adapted from Huftsman et

al, summarizes design and construction requirements and user preferences for various types of trails.

A critical step in trail design is deciding for whom and for what purpose a trail will be used. In planning ski trails, for example, you will need to build gentle curves on downward slopes for inexperienced skiers. If, on the other hand, you are building trails for more advanced skiers, you might purposely decide to route a trail over hills to add excitement and challenge.

Table 5.1: Trail Design and Construction Guidelines.

Trail Type	Clearing Width	Clearing Height	Tread Width	Surfacing Material	Maximum Grade
Backcountry Hiking	2m.	2.75m.	new - 0.6m. existing variable	Natural with rock added in wet areas	Variable - can have steps and steep grades
Day Hiking	single track: 2-3m. double track: 3m	2.75m.	single track: 1 m double track: 2m	Natural if possible, gravel, woodchips, or a combination of all three.	12% grade with 6% being average.
Bridal Trails	2.75m.	3m.	new - 0.6m unless a wider tread is required for maintenance vehicles	Natural if possible, gravel in wet areas	10% maximum, broken at short intervals with rest stops
Bicycle Paths	4-5m.	2.75m.	single track: 1m double track: 3-4m	Paved if possible, finely crushed, smooth, and well packed stone acceptable	10% maximum for short trails
Interpretive Trails	single track: 2m double track: 3m	2.75m.	variable: single track; I-2m	Dependent upon use: blacktop and woodchips	8% maximum with less than 5% preferred

Zoning areas and designating trail uses is also important. When you zone your community park, you may indicate not only different IREM objectives for particular community park areas, but also different outdoor recreation and sport uses. Trail zoning or designation informs users of the intended purposes of a trail system and surrounding lands. You should zone recreation trails according to their primary purpose such as hiking or intermediate skiing. You may also use secondary designations such as fire access or maintenance circulation. A properly marked trail designated for hiking and fire access sends a strong message to other users to stay away.

Trails are often built in connection with other outdoor facilities and amenities. Unless you plan to reach a backwoods cabin by river or lake, for example, this facility will need an access trail. If the cabin is to remain isolated, do not build an elaborate trail system, or site it too close to a forest road. Instead, you might consider a long, narrow, winding spur trail to discourage casual visitors.

The placement of trails in relation to other facilities is critical to how those facilities will be used. Noise levels, frequency of use, safety, and the compatibility of various outdoor recreation activities, and other community park uses are important factors to be considered. Making thorough relationship sketches will help you make effective decisions.

Trail design psychology refers to the way you can improve the user's recreation experience. A loop design, for example, eliminates the need to backtrack. This approach to building trails steers traffic in one direction and gives users the feeling of continually exploring new territory. Loops should utilize gentle, meandering bends so that other users are soon out of sight and their noise dampened by intervening woodlands. Using a single entry-exit point means users will be pleased to find themselves near to where they started. These designs are tried and tested ways to improve trail users satisfaction.

Field work is another important consideration in the trail design process. 'Cruising' the community park will help you make better 'on the ground decisions that get the most out of your community park's potential (this is referred to as 'ground truthing'). Discovering a wet area not apparent from your sketch maps, for example, might mean re-routing a trail. Siting a trail away from a raptor's nest is another consideration. Or alternatively, moving a trail closer to an orchid bed not discovered during initial fieldwork, may add interest to a trail network.

Preventative maintenance such as incorporating drainage channels on the side of trails could save time and effort over the long haul and maintain the attractiveness of a trail. In flat areas, trails should be 'centre crowned' which means that the middle portion of the trail's cross section should be a little higher than the edges. This prevents pooling. Sections that are difficult to maintain can be hardened with stone or tile. This will reduce erosion damage.

Since most vandalism occurs within 200 metres of the trail head, place expensive trail signs off vehicle travelways and out of easy reach. Where possible site trails at least five metres from smooth-barked trees such as birches. These trees are easily damaged by vandals. Another way is to encourage understorey vegetation and to pile forest debris to make approaching these trees more difficult.

Where possible use fords (stepping stones) to cross shallow streams. Fords, as a rule, require minimal construction and maintenance costs. Be sure to consider access for wheel chairs in your design. Other options that are reasonably inexpensive and durable include footlogs with milled top surfaces and handrails, log or plank bridges, and larger, multipurpose bridges. Your choice should be based on the people you hope to serve, your IREM objectives, park habitat protection concerns, the expected psychological and physical requirements

for recreation users, and costs (including maintenance).

For the most part, the ongoing administration and supervision of trail systems is less intense than with other recreation facilities. They do, however, require ongoing monitoring, maintenance, and hazard control.

Although trail signs should be kept to a minimum, they are necessary to keep community park users informed and properly oriented. Decisions to use signs should be based on the need to warn, restrict, or inform trail users. Signs might include information on the facilities and zones on the community park property, recommendations or rules, prohibited areas and activities, and possible unsafe conditions. There are a variety of ways to convey this information including maps, words, symbols, and distances.

Campgrounds:

Since there are several detailed sets of guidelines already available for developing campgrounds and camping areas, only a brief overview of key points is provided here. First, campsites ought to provide sufficient space and privacy between sites to enable campers to not feel crowded. Second, access to each campsite should be by a parking spur, pedestrian trail, or boat landing. Third, the campsite space, excluding the parking spur, should be between 60 and 110 square meters in size. Have clear boundaries to separate campsites and public areas. Fourth, ideally, a campsite should be built on a well-drained, level site with a raised pad of soft material for driving in tent pegs. And fifth, to accommodate groups, cluster a number of double or triple camping pads.

To reduce the possibility of campers chopping trees for firewood and camp furniture consider providing basic amenities. Most car campers, for example, expect a picnic table. A fire-grill is useful because it safely contains campfires and reduces scaring by unrestrained campfires. Keep in mind that campsite furnishings are often roughly used so make them robust. 'Barrier-free' furnishings such as extended top picnic tables that accommodate wheelchairs should also be considered.

Support Facilities:

Whenever you build trails, campsites, picnic areas, or other outdoor recreation facilities, think about what support facilities such as drinking water, toilets, and garbage containers will be necessary. With high density use, you should anticipate some trampling and soil erosion which will result in a steady, but not necessarily overwhelming, stream of maintenance tasks. Try to determine in advance how and when garbage will be picked up, when the area will be cleaned, and how you will repair or replace damaged items. Systematic inspections of your recreation sites for dangerous conditions must be a regularly scheduled activity.

For additional reading about specific types of outdoor recreation designs consult the bibliography in the appendices.

Cameo:

THE ACADIA ENVIRONMENTAL EDUCATION CENTRE

The Acadia Outdoor and Environmental Education Centre (OEEC) was situated on a thirty hectare wooded area adjacent to the Acadia University campus. This facility was facility was divided by two roads and a power line into four unequal 'quadrants'. While it has been replaced in use by Acadia's Woodlands Trail that attracts considerable public use, it provided a very useful teaching station for several years. The design process still remains a useful example. One quadrant has an interesting thirty year old plantation of Norwegian Spruce. The area, which was used by university students, youth organizations, and the general public, includes 5.7 kilometres of trails suitable for walking, skiing, snowshoeing, and interpretation. Throughout the trail system, six self-guided interpretive walks were developed. The program guides were available for use by schools, youth groups and camps. The interpretive trails and the majority of the walking trails occupied the three largest quadrants. They meandered through a variety of woodland environments, alongside a small stream, through an old cut area which was part of the old Acadia farm, and around a natural spring.

The fourth and smallest quadrant was of special interest for examining the facility design process. It had been developed for more intense use as a laboratory for the Outdoor and Environmental Education students at Acadia. This development used the same design process outlined in this lesson.

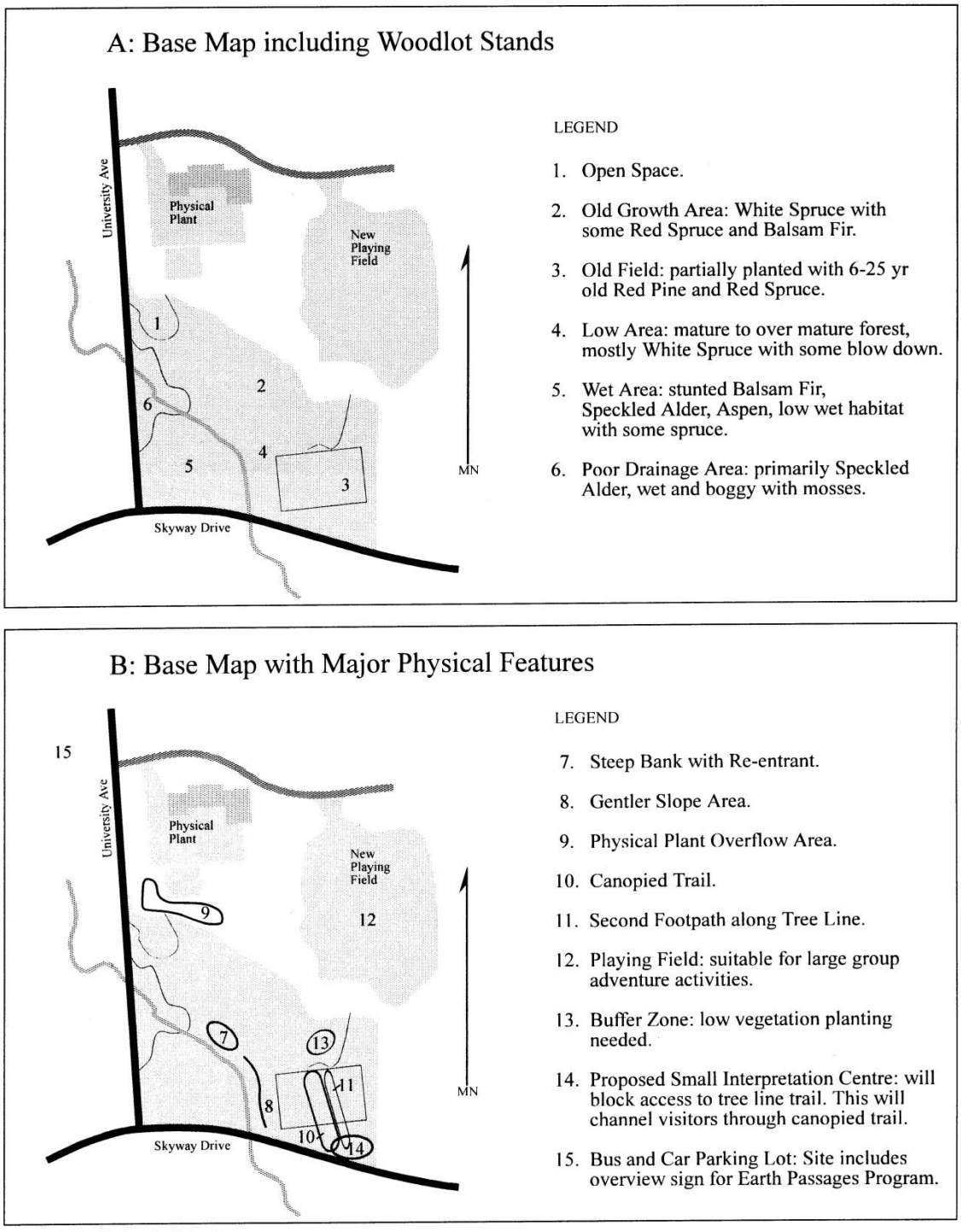
The accompanying figures trace this project's design and construction history as well as some proposed developments. Figure 5.2 shows the basic site plan (figure 5.2A), and an amended plan with additional site information (figure 5.2B). The first drawing shows various woodland stand boundaries, existing trails before development, and other key features. The second drawing includes more information on slopes, drainage, and present uses.

Program Relationships:

An outdoor laboratory close to campus was needed to introduce students to basic outdoor skills without costly travel and time. An initial list of desired outdoor recreation activities was developed followed by more detailed lists of necessary physical and psychological requirements.

The main objective was to site a program activity in the best possible location but separate activity stations to minimize distractions. Outdoor recreation setting needs were compared with ground characteristics. Some activities were ruled out because of insufficient space. Other activities were eliminated because site features did not match activity requirements. While there was obvious compromise in siting and selecting the various teaching stations; decisions were justified by the overriding need for an outdoor laboratory on campus. In the end, four main program areas were selected: the interpretive trails, an outdoor recreation education instructional area, a model camp site, and a high ropes adventure course. The high ropes course has since been redesigned and rebuilt to meet new safety standards and programming needs.

Initially it seemed reasonable for each program element to have its own unique programming area. After reviewing the activity site requirements (see Table 5.2), it was decided there was not enough room to accommodate all needs leading to some activities having to share space. This required temporal zoning, having one program operate at one time and another program element work at a different time. Some points resulting from the first relationship analysis were that:



Source: J. Hirsch, Acadia University

Figure 5.2: OEEC Base Maps

1. an outdoor group discussion area could be shared;

2. the earth education program area needed access to an indoor facility;

3. the model camp site should be located in the most isolated spot;

4. the earth education program area could use the whole site when other program areas were not in use; and

5. secondary circulation trails were necessary to enhance the impression of seclusion.

Relationship Diagrams:

Figure 5.3A is an early relationship diagram. Continued site and activity assessment together with construction and use of an adventure ropes course suggested changes to the relationship diagram. Jude also concluded that additions to the adventure course were needed which meant that the adventure course would take up more space than originally planned. To permit room for growth and maintain as much buffer as possible between the adventure course and other outdoor recreation instructions areas, a new relationship diagram was produced (see Figure 5.3B).

Refined and Final Plans:

As the planning proceeded more refined and detailed sketches were made in an iterative manner as design decisions were refined. Besides a detailed overall site plan, the Refined Plan includes specific site drawings that detail the actual design of specific facilities such as a climbing wall, and a small Amphitheatre (figure 5.3C). This level of detail permitted trails to be 'flagged' for ground level development and for various structures to be built. The Final Plan included a scaled topographical model of the site as well as implementation documents including cost analyses, a financial plan, and a critical path. You should note that the actual OEEC Refined and Final Plans are much larger scale and more detailed than those shown here.

Table 5.2: Program Site Requirements

Adventure Course

Psychological Features

* free from distractions
* perception of risk enhanced by view of Minas Basin
* initiative tasks should be visually and physically separated
* feeling of team togetherness encouraged through design
* telephone poles should blend with woods

Physical Features

* inaccessible under 4.5m
* ground level free from obstacles
* guy wires set at angle of load
* trespassing discouraged
* equipment storage when course in use near site
* safety system orientation away from afternoon sun

Outdoor Recreation Instruction

Psychological Features

* feeling of being in the woods and away from the campus
* noise from roads buffered to enhance instruction
* small group work stations
* out of wind, and sun orientation away from students
* adjacent to activity areas like orienteering, bike, and ski trails

Physical Features

* comfortable seating
* round picnic tables for group work
* clear view of instructor
* demonstration area
* accessible to equipment storage or convenient transportation.

Model Camp Site

Psychological Features

* create a feeling of being in the wilderness
* a location with realistic natural features
* secluded
* visually pleasing
* free of insects
* away from noise

Physical Features

* water supply
* kitchen area
* sleeping area
* selection of impact factors
* large enough for a small group to congregate for discussion
* shelter building area

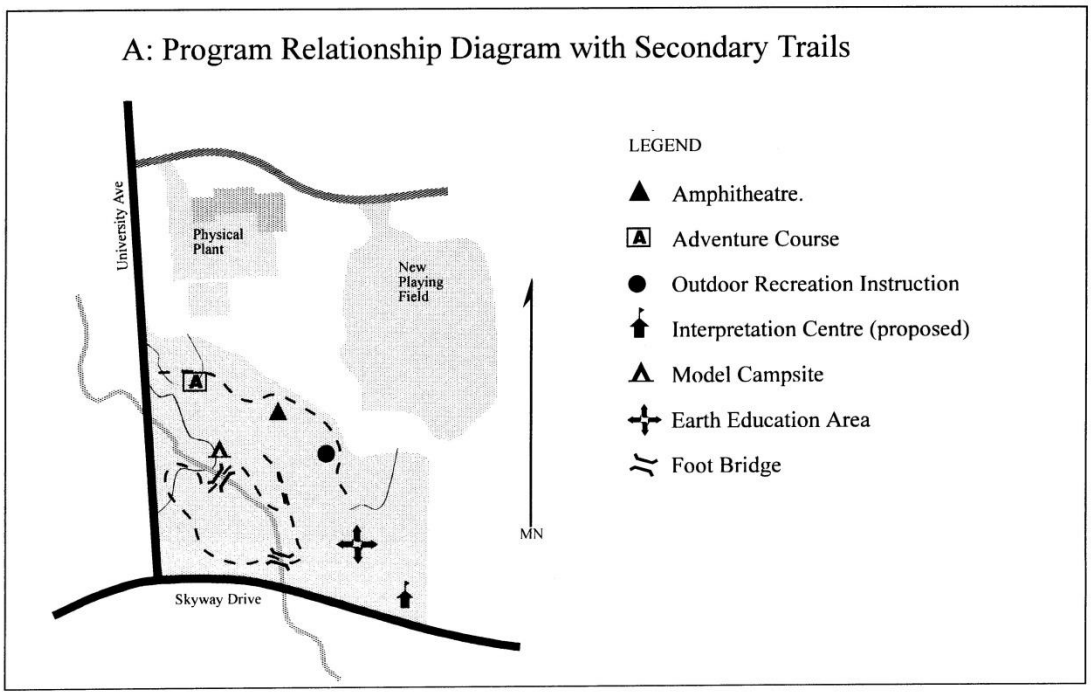
Earth Education

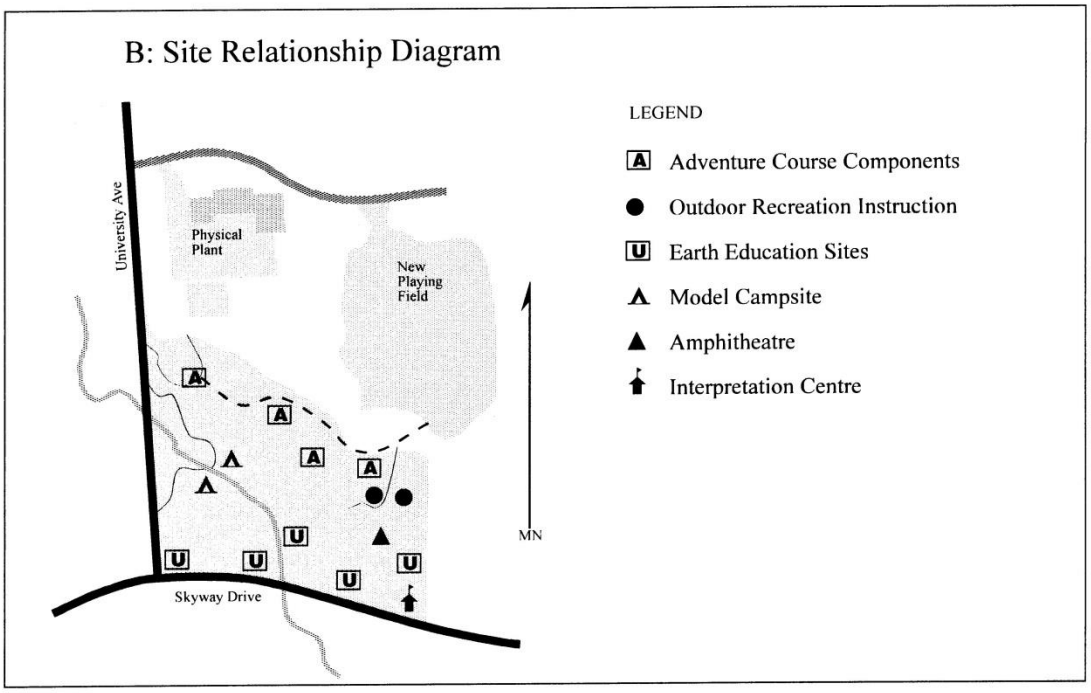
Psychological Features

* varied landscape features
* easy access to group discussion area
* learning topics relevant to natural characteristics
* minimal distractions

Physical Features

* some kind of storage to house educational materials, equipment, and resources
* impact considerations suggest as much dispersal as possible
* discussion area large enough to accommodate an average class





Source: J. Hirsch, Acadia University

Figure 5.3: Program Relationship Diagrams

Test: Lesson 5

I.What are the potential design costs in the planning to plan stage?

2.What are the four ingredients needed for successful outdoor recreation site and facility design?

3.Once you have a final outdoor recreation development design for your community park, what other support documents may be needed?

4.Match the following sub-phases (on the left) with the appropriate design phase on the right. Draw a line between them.

inventory on-site factors		SURVEY PHASE
relationship diagrams		
final design sketch		
design concept		ANALYSIS PHASE
program development		
site analysis		
program relationships		FINAL DESIGN PHASE
inventory off-site factors		
refined design sketch		

5.Select one sub-phase from each of the three design phases (above) and describe what is involved in each.

6.Suggest two ways of building preventative maintenance into the design of an outdoor recreation facility.

7.How can vandalism be reduced in the construction phase of development?

8.Sign decisions should be made on the basis of (please complete this sentence).

10.Why are ‘loop trails’ preferable to ‘out and back’ trails?

A Facility Design Checklist

I Review your Community Park's Strategic Plan.

A What are your IREM objectives?

B What are your outdoor recreation and sport development objectives?

II Facility and Site Development Objectives.

A List the outdoor recreation and sport areas and facilities that you hope to develop in your community park.

B Arrange this list into priority groupings.

III Planning to Plan.

A Select your top priority for area or facility development and answer the following questions:

- What relevant design expertise do you have for this outdoor recreation and sport development?
- What resource materials, including design manuals, are available for your use?
- What outdoor recreation and sport resource people are available to help you?
- What laws and regulations might affect this development?
- Do you need professional design help? How much will this cost?
- What technical information is available (e.g., air photo maps and surveys)? How much does it cost?
- Estimate how much this development will cost in terms of materials, labour, design time, management time, and other costs?
- What extra insurance will be necessary during construction and operation?

IV Outdoor Recreation Facility Site Survey.

A What are the physical and psychological requirements of your selected outdoor recreation activity(ies)?

B What is the best site for this development on your community park? List the on-site factors that support this activity. List the on-site factors that reduce this setting's attractiveness.

C What off-site factors complement this site? What off-site factors reduce this site's attractiveness?

V Outdoor Recreation Setting Analysis.

A Develop a set of symbols (codes) to summarize survey information on your base map.

B Develop a series of sketch diagrams on scrap paper that map out possible outdoor recreation and sport activity relationships (e.g., toilets need to be within easy walking distance of key areas).

C Match the outdoor recreation activity or support activity (e.g., a rest area on a steep trail) with possible sites in your community park. Note these on your base map.

VI Outdoor Recreation Facility Design.

A Develop a set of concepts designs. Try various activity relationships on your base map. Use a soft pencil and a large eraser!

B Develop a refined sketch that reflects your final choice of activity relationships.

C Develop your final design. Include all necessary detail on your base map and develop other support documents and designs as necessary.

VII Pre-construction Management Planning.

A Before you begin construction think about any marketing implications concerning this development.

B Before construction think about any additional administrative and integrated resource management implications regarding this development. Think about whether the extra costs are likely worth your effort.

C Before construction consider any legal implications concerning this development.

D Before construction determine how you will measure this project's success.

VIII Outdoor Recreation Facility Implementation.

A Flag your development plans on the ground using survey tape and stakes.

B Make on-the-ground adjustments to accommodate factors not discovered during the survey and design phases.

C Proceed with construction. Be environmentally friendly.

IX Next Priority.

A Repeat this process with your next priority using as much information and expertise from the previous exercise as possible.

LESSON SIX

Community Park Marketing

Marketing makes the most of your community park's outdoor recreation potential. Whereas strategic planning makes broad, long-term decisions, a marketing plan is usually shorter term, narrower in scope, and more detailed. If, for example, you have a goal of diversifying the supported recreational activities in your park, you will need to develop a detailed marketing strategy for each individual program idea. Although this lesson focuses on marketing outdoor recreation and sport, you can use the same basic planning process to market a range of park services and activities. The same basic framework can be used for just about any product or service.

Specifically, outdoor recreation marketing aims to: create attractive outdoor recreation and sport opportunities using resources effectively and efficiently. It aims to provide an exchange of benefits between the community park user and manager. It strives to develop the best combination of outdoor recreation opportunity, price, promotion, and distribution to satisfy both users and the park manager.

Adequate information is a key to making sound marketing decisions. Collecting this information is known as market research. Sometimes you will find adequate information at your fingertips, while at other times it takes considerable effort to get useful information. Obtaining market information can sometimes be very expensive. Only inexpensive and simple marketing techniques are considered here.

No matter what your research goals and resources are, consider the general research guidelines outlined in Table 6.1. If you need additional help, contact your local college or university business, recreation management or community development departments, or your local business development corporation.

Developing a Marketing Plan

There are six basic steps in making a marketing plan. They are (I) Background Analysis, (2) Situational Analysis, (3) Assessment, (4) Program or Service Design, (5) Implementation, and (6) Evaluation (see Figure 6.1). Each of these steps is described below. For an in-depth explanation refer to this lesson's checklist. You may also want to obtain a copy of the Rec Check Manual which outlines marketing in an easy-to-read way.

Background Analysis begins with an outdoor recreation idea or concept for your community park. First, you must decide whether this idea fits your community park management plan and your outdoor recreation and sport development goals. For example, you may be thinking about developing overnight camping for youth in the region. After checking this idea against your overall IREM goals, you may decide against it. After careful review, you may conclude that the difficulty in ensuring adequate supervision for campers is too high.

Table 6.1: Marketing Research Guidelines

Research Step	Research Activity
Research should be done when you need or anticipate the need for information.	If the information is not readily available go onto the next step.
Get a handle on what you need to know.	For example, What are the groups in my community who might use my community park for outdoor recreation and sport? Where can I get help designing an interpretive trail? What features and benefits do tourists look for? In this lesson's checklist there are several market analysis questions. See which ones are appropriate for you. Make a list of questions to be answered.
Do informal marketing research first.	Talk to people involved in outdoor recreation and sport or who know your potential users such as the local recreation coordinator or youth leader. Skim outdoor magazines and books to get a better feel for what outdoor enthusiasts look for. Check with the local physical education teacher; call your local college or university, or your municipal, provincial recreation, sport and park specialists for help - refer to the appendices for phone numbers. Based on their input Then revise your list of important market research questions.
Decide need more formal information.	Can you get by making reasonable assumptions, or by conducting informal research? If you need more formal research go to the next step.
Plan and conduct a formal research study.	Formal research usually involves careful development of research objectives and choosing appropriate methods. Select a proper study sample that best represents your prospective users. You may wish, for example, to know if local teachers would be interested in using your community park for class purposes. You need to determine their interests.

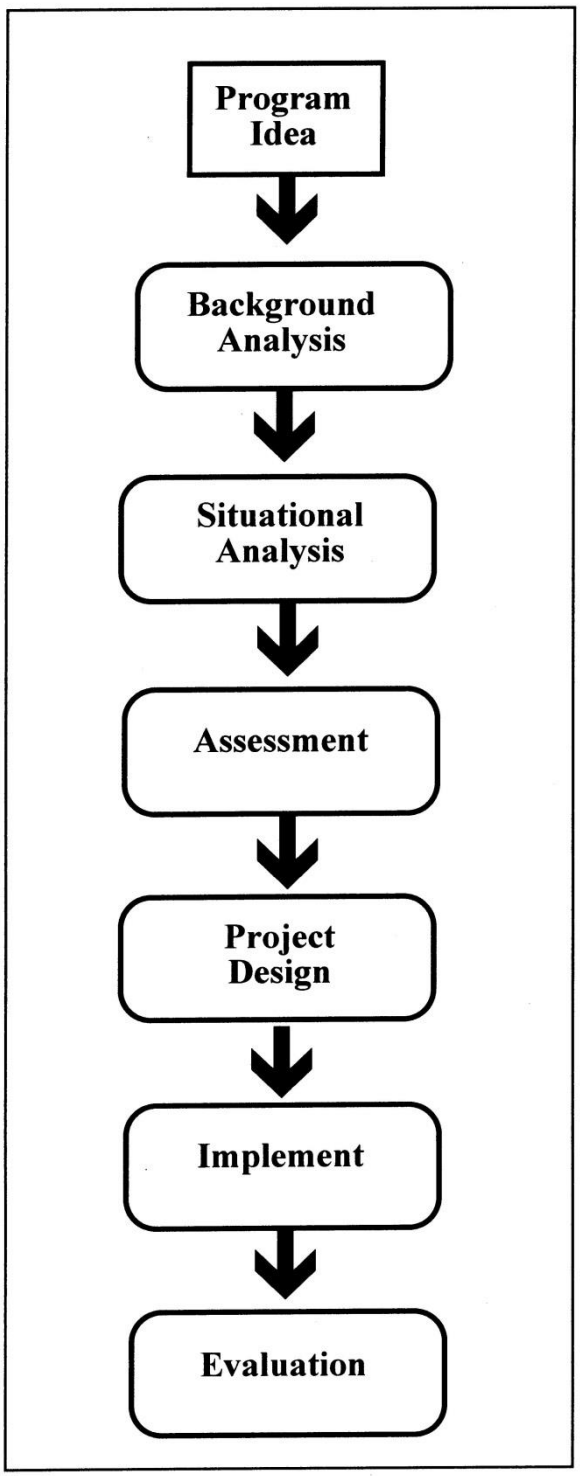


Figure 6.1: Basic Steps in Marketing

Situational Analysis considers whether your past experience can be usefully tapped in this new park development; what your organization's present strengths and weaknesses are, and what external factors are likely to influence your success. If your parkland borders a river and there is some potential for developing boating opportunities you may need to get expert advice before proceeding. If you discover from your market research that other close by communities are already offering this opportunity or are planning to develop it in the near future and this might lead to activity saturation in the region, you may decide to put this idea on hold.

In the **Assessment Stage** you should boil down the information collected into a set of 12-20 key issues. One of your key issues may be to take advantage of a spectacular viewpoint. This may require developing hiking trails to reach this spot. If another issue identifies a strong community interest in cross country skiing, you might decide to combine the two and develop your trails so that they are suitable for skiing. In boiling down your research information to a set of key issues, you cut through a mass of data to focus on what is really important for your park planning.

Moving onto the **Program/Service Design Stage** requires identifying in some detail what your proposed park developments entail. As you proceed, focus your design of the needs of your outdoor recreation or sport users' needs, and also ensure that this development will be consistent with your management goals and deals effectively with key management concerns and challenges.

The **Implementation Stage** makes your park development idea a reality. Although implementation will eventually require detailed operational planning, for your marketing plan, simply list and outline the things that need to be done.

Program Evaluation involves two basic processes: ongoing and end evaluation. As a general rule you should evaluate everything you do, including the time and effort you put into planning.

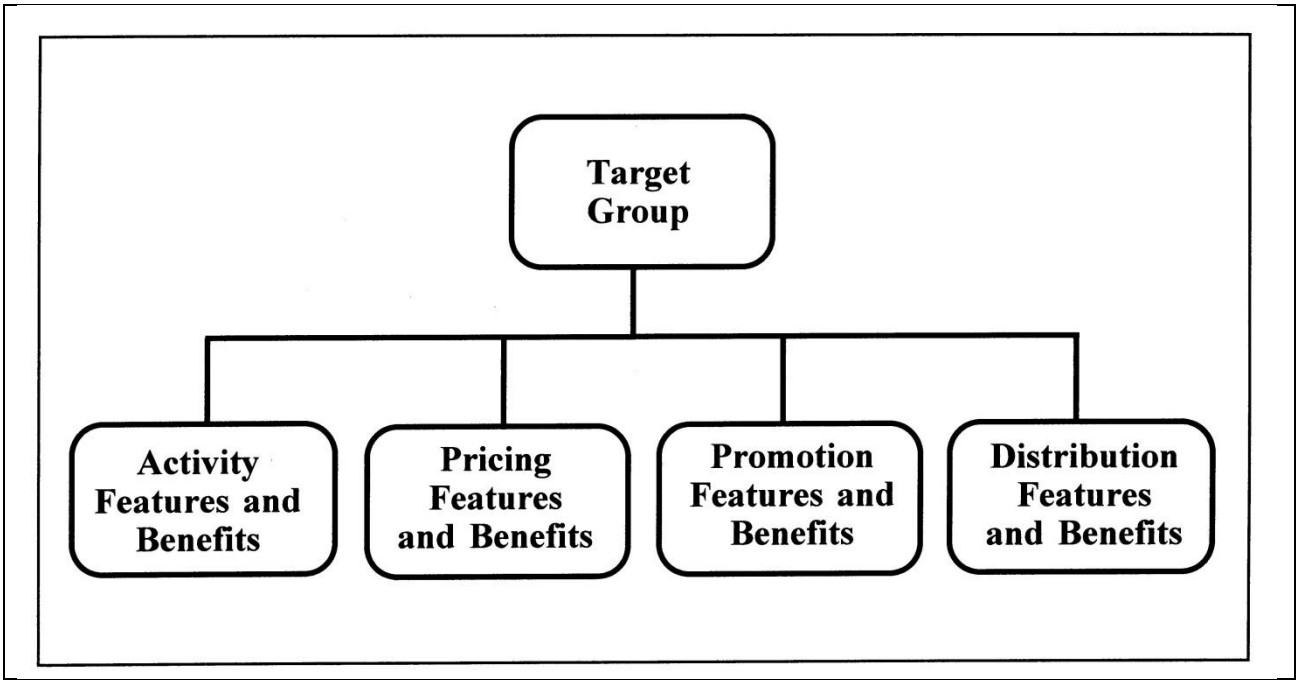


Figure 6.2: The Community Park Opportunity Package

Packaging the Marketing of Park Opportunities:

In marketing parks and recreational services, think of a 'parks and recreation opportunity package' rather than simply consider and activity or opportunity in isolation (Figure 6.2). A well balanced park opportunity package specifies who your target groups are, what park opportunity is, and it also specifies the price users will pay, even when it is free of charge. Keep in mind that although parks rarely charge an entry fee users must pay a cost in terms of travel time, travel costs an opportunity costs (doing something else that is attractive to users). In addition, packaging specifies the promotion necessary to inform potential users about location and availability, and it also details your distribution strategy. Designing a park opportunity package is a balancing act; you must juggle the package components to develop the best possible combination of attractive user features and benefits.

Whether your park goals are developing sport opportunities, adventure recreation venues, or offering a place for peace and solitude, avoid trying to be all things to everyone. You may end up pleasing no one. By selecting key target groups (based on your research) you will be able to focus your marketing efforts on a smaller set of potential users, those that are most likely to benefit from your park development efforts.

Market targeting by segmenting and prioritizing potential user groups helps to focus your marketing efforts and future promotional efforts. Segmentation simplifies your marketing efforts. For example, although it might be tempting to think of soccer players as one group with similar needs it will quickly become apparent that elite teams have very different needs and expectations from those teams who want to only play midweek and with other house league teams.

Once you have properly segmented the market o possible park users, you then need to decide upon whom you will specifically target your marketing efforts. There are three basic approaches to targeting. The broad or diffused approach targets the same service to all segments. You will find it difficult to please everyone using this approach. The narrow or concentrated approach concentrates your programming efforts on a narrow segment that **Program differentiation** approaches marketing from a somewhat different angle. Here an already established program or park feature is

altered or refined to better meet the needs of a new target group. You may, for example, after gaining experience with community cross country skiers, develop ski trails more attractive to more elite skiers.

No matter what your programming goals are, there are several key points to consider when establishing a price or the true costs of your park's recreational services. It is important to keep track of your expenses such as the costs of materials, supplies, labour, and services you buy. You also need to record indirect costs such as incidental labour costs and management time associated with developing a particular park feature. Whenever possible, note when you use office equipment, supplies, and machinery bought for other purposes. Finally, if you plan to charge a fee for the use of a particular park development such as a softball field, collection (transaction) costs need to be carefully considered as well. If you plan to charge a fee for the use of your cross country ski trails, for example, be sure that expected revenue outweighs the administrative effort required for collection.

In addition, do not overlook the importance of users' (consumer) costs. Even with free admission, the cost of participation may be too high for some. For instance, as noted above potential users will always have competing demands on their time; these are known as opportunity costs. There are also other consumer costs. In addition to the expenses for special equipment and clothing, users must take time to plan as well as participate. They must also pay for travel, and absorb follow-up costs such as repairs. The park opportunity you provide must be attractive enough to potential users to outweigh all these additional expenses.

If you plan to charge for services, consider the following:

- **Traditional charges** for similar programs affect the price you are able to demand. If people are used to cross country skiing for free and an opportunity exists nearby, it will be difficult for you to charge unless you offer a truly unique and high quality experience.

- Often people believe they only get what they pay for. If something is **free** or relatively inexpensive, users may think it is not worth much. Sometimes free services are best included in a larger package. For example, you might charge for ski waxing services at a warming hut when providing cross country ski trails or refreshments such as a hot drink when free cross country ski venue is offered.

- The **first price** you charge is important, especially if you hope to raise the price later on. It establishes a base line for value. Moving from a free service to one you charge for is particularly difficult. Traditional users will resist paying for large increases in the cost of a service you provide such as a soccer field rental, even when you have substantially increased the quality of the field.

- If you need to **raise a user fee**, it is usually best to do this in smaller incremental annual increases rather than waiting several years to change the price and then raising the cost in a large jump. Users tend to be sympathetic to smaller raises even if they are more frequent. If there are reasons beyond your control that forces you to make a big increase, be sure to explain your reasons to your community park users.

Promotion, a particular component of marketing, is used to inform possible users of the parks and recreation opportunities your park provides. Technically a promotional message is sent through a communication channel, e.g., radio, newspaper, or household flyer. The aim is to get a positive response from potential users to your service.

A key to effective promotion is in understanding your potential clients' motivations. You need to know the benefits they are likely looking for, and then you must match the established features of your park with the benefits they seek. Clarifying a sport or outdoor recreation activity's physical and psychological features you can provide will help you shape your promotional messages.

Promotional objectives state clearly what you are striving to achieve in your promotional efforts. Your promotional objectives should identify potential user groups, the benefits of participation, and the 'pitch' - what is really unique and

worthwhile about your park's features and services. Other important information to consider about designing a promotional message are reach and frequency. Reach refers to those individuals or groups Frequency determines how often you will send a promotional message. Keep in mind the variety of promotional methods available and choose a combination which suits your objectives and pocketbook. The options include:

Advertising:

This is one-way communication where you control the message, send it, and pay for it directly.

Publicity:

This is what someone else says about your park and park services. You can initiate and often shape publicity by developing news releases. Normally publicity is free but it takes expertise, time and effort to produce. Since there is no direct payment, you have less control over where, how, when, or what is actually communicated in your public service message.

Personal Selling:

This is two-way communication that involves personal contact with prospective users. It is time consuming but often very effective because you can directly assess specific user needs and provide additional information as needed. This is also known as word of mouth selling (or WOM).

Public Relations:

This shapes the way people feel about your management group and your community park, and the services you provide. Just about anything you say and do can be considered public relations - good or bad!

Incentives:

These help persuade people to get involved in your park services. Incentives vary but often involve things like special events that draw people to your park, T-shirts, certificates of achievement, pins, or buttons. They can also include price reductions or other price and cost incentives which stimulate you hope to draw to your community park as well as how you plan to accomplish your promotional efforts.

A **distribution strategy** defines the way a park service is delivered. It specifies when, where, and in what form a program takes place. A distribution strategy selects the right place and time, and schedules various supports such as reserving rental equipment, or scheduling supervision services.

The main bulk of 'distribution' decision-making is done when various community park settings are developed. A key to subsequent marketing success is, therefore, matching user group needs with community park and management capabilities during the design and development stage. For example, building walking trails close to a community park road to afford easy access and ease of supervision will make marketing and operational management efforts easier later on.

These initial 'strategic' distribution decisions must be followed up by more specific 'operational' strategies. You may, for example, do ski trail grooming on Friday mornings to accommodate peak weekend use or schedule park maintenance in off peak recreational demand. Similarly, closing off sections of your community park to accommodate wildlife breeding patterns may impact recreational use for a short period but promote your IREM objectives in the long run.

Program Supports

Systematic outdoor recreation and sport programmers devise a number of possible park development alternatives before settling on a particular choice that they believe best matches user needs and management capacity to deliver. Developing several distinct program package options is useful, especially when your preferred option does not work out hoped. Developing alternatives or choices builds programming flexibility. Program flexibility should never be left to chance; it should be a function of systematic and creative program planning and management.

Keeping your programming efforts on track is also the result of careful management. To be a

successful recreation marketer, you must ensure that things happen at the right time, the right place, and with the highest quality possible.

One way to increase success is to use the Critical Path Method (CPM) (see Figure 6.3). To develop a critical path decide when a project needs to be completed and then work backwards to the present time to set dates when support activities need to be completed.

A Community Park Open House Day

If you are planning a promotional brochure for a park open house, for example, there is no point in beginning to plan this task a week ahead of time. To get the brochure sent with enough lead time for people to respond positively to your promotional efforts, you need to allot sufficient time for copy writing, editing, art work, layout, printing, distribution, as well as time to answer follow-up inquiries. While using websites has shortened the time necessary as the printing process is no longer necessary, the lead time is still critical.

A number of other program supports help ensure the success of your marketing efforts such as leadership. Leadership comes in various forms such as activity leaders, skill instructors, site developers, maintenance supervisors, park patrollers, and facility supervisors. Normally, your park management team will have few activity leadership responsibilities, but when you do, you must ensure high standards. Competent leadership is always critical to the success of park programming whether provided by the community park manager or the user groups themselves. Competent leadership encourages safe, environmentally sound, and enjoyable outdoor recreation and sport experiences. An incident in your park, even with a third party user group will tarnish your park's reputation.

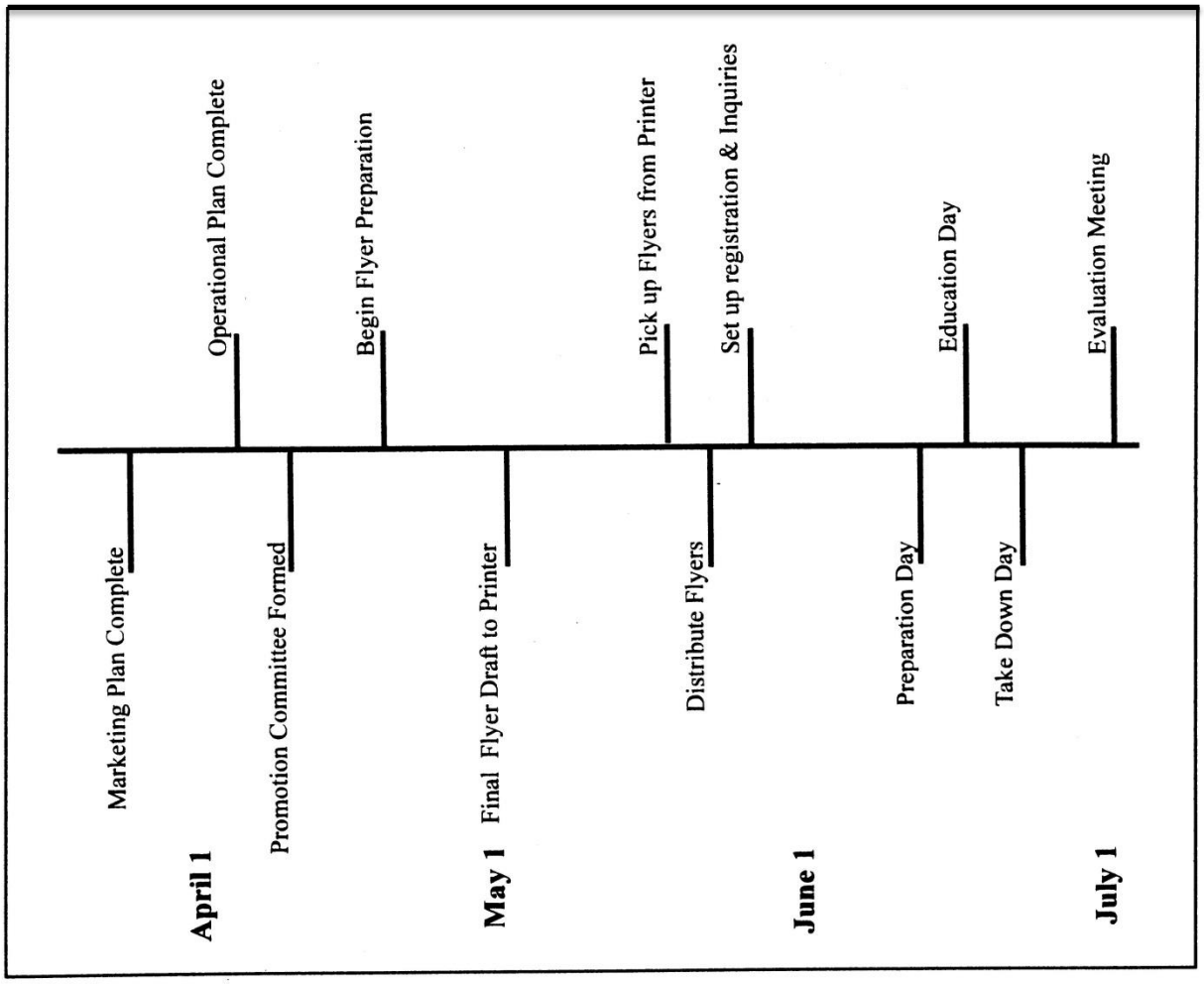


Figure 6.3: Community Park Open House Day - Critical Path Method (CPM)

Test: Lesson Six

1. Describe two distinctly different types of park developments that cater to different park interests.
2. What does mutually beneficial exchange mean? Give an example using the community park as a context.
3. Explain why a marketing approach is useful in developing community park services?
4. How can marketing be used to fine-tune existing park developments?
5. What are the six steps in making a park marketing plan?
6. Briefly explain what activities are necessary during the design stage of the marketing process.
7. Explain the difference between on-going (formative) and end (summative) community park evaluation.
8. The marketing process cannot do your thinking for you, so what are its advantages?
9. What are the five components of a program package?
10. Explain the three major approaches to targeting various clients.
11. Select an example park opportunity and outline its expected features and benefits.
12. What is the difference between a direct program and indirect program cost? Give an example of each.
13. List four different types of leadership used in park opportunity provision.
14. List and explain three basic aspects of a distribution strategy in marketing?

Community Park Marketing Checklist

Use the following checklist to apply marketing techniques to an outdoor recreation program on your community park.

I. The Program Idea:

Select and give your program idea or concept a working title and in a sentence or two describe it. Briefly explain where you got your idea and whether you plan this as a community service, a break-even project, or a profit venture.

II. Contextual Analysis:

Refer to your community park plan to complete this section. Describe the management values that are most important to you. List your primary IRM objectives and outdoor recreation management objectives. Does your program idea fit with your values as well as match your community park and outdoor recreation objectives?

If yes, proceed to Situational Analysis.

If no, adjust your program idea to fit your plan.

III. Situational Analysis:

List the skills and resources needed to successfully offer this program. Describe any past experience, your internal strengths and weaknesses, and any relevant external factors that might affect success. Describe potential client, customer, or user groups that might use this program and the benefits they seek. List and describe your program's major competitors.

IV. Assessment:

You need to ask the question ‘So what?’ For all the information you have collected so far ask:

How will this information impact this outdoor recreation opportunity? To do this, divide several sheets of paper into two columns using at least one sheet for each of the three categories of past performance, internal strengths and weaknesses, and external factors. Spread them out so you scan them all at once.

Facts	So Whats
*	#
*	#
*	#
*	#

In one column on each sheet list relevant facts. For example, your community park is situated along a seasonal 15 km. forest road and there is a broad range of wildlife habitat, and varied topography. These are listed on the left hand side of each sheet.

•In the other column write your conclusions (answer the "so what?" question). Decide whether each of these items is a strength or weakness, and explain how this factor will effect your outdoor recreation program. You may decide, for instance, that your community park's isolation is a strength because you can use your community park's approach road as a connector for a number of ski trails. Alternatively, you might decide that isolation is a weakness, especially if you are planning to develop an interpretation trail. School groups, for example, are unlikely to use your community park trails as school buses will not travel your woods road. Writing down your conclusions helps you avoid costly mistakes and sparks new ideas. You might conclude, for example, that using your community park road for skiing is not a good idea because it is heavily used by snowmobiles.

•Now develop your key issues. Doing this allows you to weigh potentially conflicting evidence. Boil down your lists until you have approximately 12-20 key issues. Any more is hard to work with. If possible, put your key issues into categories. Use categories such as; target group, activity, pricing, promotions, distribution, packaging, administrative, IRM issues, evaluation, and miscellaneous issues. This categorization will help you later on to write clear objectives for each of your program's packaging components. When you need more information, place an asterisk (*) beside it, to remind you to do follow-up research later.

V.Design:

Now build or craft your program. Based on your review of the key issues, revise your marketing idea's working title, and your program description to reflect your analysis so far. You may have started, for example, with ski trails, but have changed to hiking trails because your analysis supports this better. Rewrite your list of key issues as marketing objectives or key result areas. To do this, rewrite your key issues as action statements. Consider the following example:

Issue: Research suggests that: the largest and most profitable segment of campers are seasonal campers with two or more children under 13.

Action Statement: A logical marketing objective is, therefore: to target in-province seasonal campers with young families.

> •If you follow this step by step process, writing objectives can be relatively simple. To give yourself practice, develop an example of promotion, pricing, and distribution objectives to complement the above example.
>
> •Now develop two or three distinct alternatives for each of your objectives.
>
> •Evaluate each alternative and develop two or three alternative program packages that detail the target group, the program activity, the promotional strategy, the pricing strategy, and the distribution strategy. Choose from the alternatives you developed above. Choose the alternatives

that seem to fit together best. Outline each program package's major features and benefits and then select the preferred one.

VI. Implementation:

Implementation is sometimes a difficult leap from planning. To be effective you need to implement your program systematically.

- Again review your key issues, your final program concept, and your program objectives.

Check whether your program idea still seems feasible. Decide whether to continue, change, or abandon your program.

- If you decide to continue, map out an outline implementation plan; include who, where, when, how, and how much. Develop an implementation checklist of things to be done to complete your program, such as site or area development, leadership training, and promotion. In the beginning keep your outline broad, then gradually add detail.

- Decide on deadlines and develop a critical path. If necessary develop support critical paths. Also develop a follow-up plan that includes maintenance operations. As you implement your plan, do formative evaluation. Fine-tune as necessary.

VII. Evaluation:

Write down your program objectives to use as everyday guides and for the later ‘end’ evaluation.

- Make a list of the things to evaluate. Think about evaluating all aspects of the marketing process including market analysis, marketing research, program expenses, time taken, environmental impact, wildlife impact, maintenance, promotion, and the users' experience.

- Decide on ways to measure these factors. At the very least ask users what they liked and what improvements they suggest.

LESSON SEVEN

Managing Community Parks

A 'B' quality plan well implemented is better than an 'A' quality one that only gathers dust (Nolan 1992).

Proper implementation can often make or break your community park development efforts. To be successful, implementation requires special skills and the right aptitude. While you should never go overboard with planning and preparation for implementation, you should make sure you learn from others' experiences and apply sufficient effort to ensure success.

Partnerships in Park Development.

Informal partnerships, contracting out, leasing or licensing can be used as alternatives to in-house community park efforts. Partnerships can be especially useful when park managers lack the expertise or resources to implement projects on their own.

The potential for partnerships in park development is practically endless but keep in mind that although cooperation and coordination takes time and effort it can result in more extensive and higher quality park attributes. The Baddeck Valley Woodproducers, for example, built ski trails and developed plans to cooperate with a local motel to construct a forest education centre that could be mutually beneficial.

It is always advisable to develop written agreements with your partners. They help all parties clarify their specific roles and commitments to see a park development or program through to completion. While writing down expectations of your partners, keep in mind that not all eventualities will be thought of before a project begins. However, building a close working relationship with your partners will resolve future issues with as little fuss as possible.

Access Management

Focusing user access to your park to one or a few entrance points helps minimize user management issues. This is particularly important when there is a high possibility that your park might be used for antisocial purposes. To minimize such problems give thought to siting access points and establishing park roads and trails. As far a s possible leave a buffer between a park activity site and park neighbours.

Placing gates and fences can help to restrict access points but sometimes such sitings are resented by traditional users. In some situations annoyed users have vandalized gates raising tensions between park managers and some users. Before closing-off informal park access points, be sure the public understands and supports your rationale for making changes. Community park neighbours may find it convenient to enter from their backyards rather use genera public entranceways. Their support is important in providing informal park security so care should be taken to keep these people as park supporters. When the public understands that a road or pathway or informal park entrance has been closed for a good reason they are more likely to support such a policy.

Gates can be a safety hazard particularly when newly erected. Be sure to place gates where there is adequate visual warning of their existence rather than placing them immediately around a corner of a road or pathway.

Signage can also be effective in managing user behaviour, and often serves a s ales expensive way of managing and redistributing user access. Signs can corral users into areas where high recreation

intensity can be tolerated; they can separate visitors from maintenance activity and coral users away from sensitive wildlife habitats and high risk areas. Keep in mind that signs designed to keep people away sometimes attract curiosity. For the most part signs are most effective in guiding first time visitors to a park. They provide new users with the lay of the land, lets them know what areas to avoid, and informs them where various park features are located. They are less effective with regular users who already have a mental or physical map of your park.

Parking

Establishing parking in particular areas can also be used to manage park access and usage patterns.

Near intensively used recreation areas informal parking may spill onto adjacent property or impede regular community park activities and operations and importantly may impede access for emergency vehicles. This is particularly important for sports fields where injury incidents can be expected from time to time. In some situations there is a tendency to increase and upgrade parking to accommodate peak parking demand. Unfortunately, instead of relieving parking pressures this may actually do quite the opposite. It may encourage more visitors to drive rather than walk or bicycle to a park facility, creating additional parking problems as well as additional impact on a park setting.

To deal effectively with parking problems try to determine what draws people to your community park. Ask yourself whether other strategies might solve your vehicle parking problem rather than simply adding more parking space. Research tells us that people are unwilling to walk further than 45 metres or so from their cars to use a picnic table. In the case of picnicking this is largely because users need to carry heavy and awkward food hampers as well as other recreation gear.

If you want to increase use of a particular park feature, try locating the parking area closer to the outdoor recreation site. You might also make parking easier by leveling and stabilizing the parking lot base? You might also enhance access to a park feature by improving roads and pathways to that attribute. If you wish to decrease use of particular park area, you could try reducing parking space, or move parking further away, or closing-off or downgrading traditional access roads to those areas.

Providing ease of access for individuals with disabilities need to be considered very carefully. First and foremost keep in mind that individuals with disabilities have the same basic psychological, spiritual, and physical needs as everyone else. To make outdoor settings more accessible for them, you should take into account other considerations. Be sure to make your park settings not only physically accessible but psychologically welcoming. Do this without undermining the sense of adventure or tranquility that your park provides. For additional information on developing your community park for people who have various disabilities, contact your provincial organization advocating for people with disabilities (see appendices).

Maintenance Management

Maintenance is critical to the ongoing enjoyment of community parks and must be considered as an integral part of the planning and design process. Whole-life costing (or lifecycle costing) estimates the reasonable life of an outdoor recreation development before major renovations or re-placements are needed. It also gauges the full cost of development and upkeep and more accurately determines a project's feasibility and desirability.

A useful truism is:

> **If you can't afford to maintain it, don't build it!**

Unfortunately, you do not have to go far to find roadside parks, playgrounds, trails, and boat launches built by enthusiastic service clubs, federally or provincially funded make-work projects, or by other voluntary groups that are no longer serviceable. Many of these fall into disrepair because little or no attention was given to maintenance in the design phase, or how succession planning will occur once the original enthusiasts that were committed to looking after

this park feature have retired from your park management team.

Planned and ongoing maintenance is critical not only for continued recreation enjoyment but for reducing the possibility of accident and injury. If you have hiking trails, they will need to be cleared periodically to reduce hazards and maintain pathways in a safe condition.

Establish maintenance and repair standards and operation procedures before ground level development begins. For example, estimate the time necessary to prepare a trail for use in springtime and do weekly clean-ups. When facilities such as pit toilets are provided, their care and maintenance must become a regular part of your community park's operational management. The caretaker at Milton House in Annapolis County, a private resort, for instance, does seasonal repairs and responds immediately to possible hazards during the season. He makes periodic cruises along the resort's trails (that are open to the general public) to clear fallen brush and check for trail hazards. Picnic sites are also regularly maintained.

Maintenance operations can be divided into three basic categories: (1) routine, (2) repairs, and (3) special operations. If you build hiking trails, for instance, they will need to be cleared of debris periodically. Picnic tables will also require occasional repair and wharfs must be removed to be protected from the winter.

To properly manage litter you should approach this problem first as an educational issue. You should educate your community park workers to see litter clean-up as an ongoing maintenance activity for everyone. Gar Meyers, the first superintendent of Kejimkujik National Park, recognized the importance of litter maintenance for visitor enjoyment and for wildlife protection. He first encouraged workers not to litter but encouraged them to immediately pick up litter and clean unsightly areas whenever they came across them. Beyond being unsightly, litter is a major hazard for wildlife. It may attract bears and raccoons that can be both a nuisance and a danger to community park users and staff.

Aesthetics or visual management is very important in parks management. Unfortunately, its significance is often underestimated by community park managers. According to research, the greatest value of a forest experience is from what people see. A recent conversation with a New England visitor supports this notion. This visitor complained about the "unsightly" state of the forests after harvesting. When told of research from the St. Mary's Wildlife - Forestry Project that showed that song bird species were only slightly affected when harvest debris was left instead of cleared form the forest floor, this visitor continued to insist that "the woods looked a mess"!

Some maintenance problems result from park user ignorance. Educational programs such as the Leave No Trace program addresses this issue. It introduces outdoor recreation users to the concept of 'travelling lightly' in the woods. Despite these educational efforts, old habits and customs die hard. Some youth organizations still teach outdated camp crafts that rely heavily on using and abusing natural materials. Such methods encourage unnecessarily large camp fires and using spruce bows for bedding and shelter when carrying a bedroll would be much better on the environment. The 'travel lightly' approach teaches outdoor enthusiasts to wear proper footwear, for example, which promotes walking within established trails when they are wet rather than stepping aside puddles creating wider and unsightly trails. If you encourage backwoods campers to use your park, encourage them to use Leave No Trace back woods behavior.

Reducing Maintenance Needs.

There are three main types of repairs concerned with outdoor recreation settings. They are design failure, regular wear and tear, and vandalism.

Design failure refers to developments that fail to withstand normal park activity demands. Perhaps inappropriate materials were used for garbage containers, maybe sufficiently robust dimensions were specified for handrails, or perhaps a trail was built too wide or too straight encouraging high speed cycling. In these situations maintenance calls

for retrofitting with a new design, or a park development may need modification or even replacement.

Community park facilities may require repair or rehabilitation from normal use. You should expect the amount of time and effort needed for regular repairs to increase as the number and sophistication of your park facilities increase and visitors multiply. Keep in mind that the better the design and workmanship used in the first place, the fewer repairs necessary later.

Perhaps the most difficult repairs to plan for is vandalism. Psychologists tell us that vandals look for recognition of their reprehensible deeds; they want their efforts to be noticed, no matter how socially unacceptable. To minimize further vandalism, give as little public recognition as possible and commit to repairs as soon as possible. This eradicates the 'monument' aspect of vandals' efforts and encourages pride in your park by other users. Whatever you do, keep the local police informed of all incidents.

There are special situations that can be considered loosely under maintenance management. Two of these are forest fires and dog control. Fire suppression has been one of the most successful features of modem forest management practices. In some ecosystems such as in large national parks, management policies support a natural course for forest fires as suppression may lead to more intensive fires later on. Such a policy is unlikely to be adopted when close to built up areas. In community parks nevertheless, fire management remains an important park management goal. Some fires are inadvertently started by recreation users. Warnings can be erected at high use areas to remind visitors to use care.

Remember. Smokey Bear remains an effective educational tool.

To avoid disappointment and frustration and even anger, whenever possible park managers should inform park users that a forest fire or barbecue ban is in effect before arriving on site. This can be done with radio announcements, web site notices and notifying local travel bureaus.

Another danger to wildlife and to park users in general are free running dogs in the community. Most pet owners have no real appreciation of the damage and mayhem that their pet can cause when running free alone or worse, as part of a pack. To minimize dog problems you should consider erecting signs that dogs are only welcome as long as they are kept on leashes.

Operations:

Ongoing management processes include site supervision, site monitoring, information services, and interpretive services. Most community park management teams are involved as a community service. As a result, you are unlikely to spend a great deal of time on site supervision. It is, nevertheless, important to periodically check the safety of your community park (see Lesson Eight) and ensure that increased recreational use does not unduly stretch your management and maintenance resources.

Although it might be accepted wisdom that all park users are 'nice' law abiding people, the need for park surveillance and police patrols in our public parks tell us differently. Try to develop a good rapport with your local police department. Let them know what you are trying to accomplish within your park and how they might be of assistance. Keeping good records of difficulties and informing the police of incidents as they occur will help you and the police deal effectively with any serious or recurring issues. No matter what problems you experience, it is usually ill-advised to use a heavy hand in confronting troublesome intruders. Call the police instead.

Many adverse changes in the park environment over time are imperceptible without conducting systematic monitoring. Site monitoring helps identify problems from park use and helps you decide what park treatments may be required to rejuvenate developments or help with environmental restoration. Unfortunately many park monitoring problems are expensive. They require sophisticated research expertise to set up, administer and evaluate. There are examples, such as the Clean Annapolis River Project, where

environmental monitoring is done by well-trained, enthusiastic and inexpensive volunteers. One practical and inexpensive way to monitor changes over time is to periodically take photographs of your community park. By comparing photographs taking from the same location and in the same direction over time you can more easily detect changes that have occurred that would be difficult to appreciate otherwise.

Information and Interpretive Services:

Information services can provide details on recreation area locations and recommended visitor behavior. Information can be provided on maps, signs, or brochures. Its implementation and upkeep should become a routine part of your park management process.

Community park interpretation has three basic objectives. The first enriches the visitors' awareness, appreciation, and understanding of a natural resource. The second encourages more effective use of areas and facilities and promotes harmony with other community park uses and users. The third promotes a better understanding of community park management objectives. Several community park managers use interpretation to inform the public of their management programs. As an example, the Baddeck Valley Woodproducers Co-op planned to improve its public relations by developing a community park interpretive centre, and Bowater Mersey for many years developed pocket wilderness areas as an effective public relations tool.

Budgeting

This manual assumes that most community park management teams become involved in outdoor recreation for reasons other than revenue generation. Whether true or not this is true, keeping track of financial and other costs such as volunteer time helps you make wise park resource management decisions. Whether for revenue generation or not, your involvement in community park provision should provide you and your community park users with a flow of benefits and satisfactions. If your management efforts far exceed the resultant benefits, your management team is unlikely to remain actively involved over the long haul.

Community park budgeting is a financial and resource planning process that

> **assigns management resources (financial, equipment, supplies and volunteer time, etc.) to community park development. A budget is developed for a set time period, usually one to a few years.**

Budgeting is a process for allocating scarce resources among competing demands. This process might involve a decision to spend money on a particular project, or to estimate income from a sports field rental, the revenue expected from a district tax levy, or the sale of programs at a sports event. It can also include the allocation of management or volunteer time.

Financing is the process of obtaining money to spend on budgeted items. Money may come from a tax levy, a grant, a gift, a fundraiser or perhaps a bank loan. Alternative resources might come from an agreement by user groups to help build or maintain a particular outdoor recreation or sport setting or facility. Other resources might come from a cooperative agreement with an outside agency or group or from an exchange agreement with some other community who might wish to use your park.

Control processes keep track of expenditures and other resources. Control ensures that resources are used on approved and high priority programs and that expenditures do not exceed budgeted levels. This also provides a database of resource expenditures for evaluation purposes.

Charging a fee for park use is often difficult. This is true whether your park has good access control or not. Some opportunities for charging a fee do exist, but usually only when the resource or a park activity is of outstanding quality and demand. The Ovens Natural Park on the South Shore of Nova Scotia is one example of a private park that is able to demand a user fee and control access. Here the natural resource is unique and of outstanding interest. Generally, community park managers find

more success in charging for added services such as equipment rentals, instruction, refreshments, and other services rather than attempt to get revenue from entrance fees.

Concession management refers to contracting out park user services. Again the opportunity to generate a profit in community park management is limited. Concessions nevertheless provide a possible avenue to enhance services without getting heavily involved in the operations side. This is especially important when you have little expertise or time. On occasion you may be approached by an outside organization wanting to use your community park. Before going ahead, make sure the proposed activity is compatible with your community park management objectives. Also check that the prospective concessionaire has the expertise, the necessary license, and the resources to do what it promises.

Cameo:

Wayne's World.

Wayne's World was a biathlon course built and maintained by Wayne Myles on his parents' 140 hectare woodland in Bishopville, Hants County, Nova Scotia. This woodland sits behind Windsor on the south side of Grey Mountain alongside the Old Coach Road to Annapolis Royal. Within the property there is a popular swimming hole that sits on the Halfway River. Wayne's mother also organized horse and sleigh rides using bridal trails on surrounding properties maintained by the Nova Scotia Equestrian Federation.

Wayne's involvement in biathlon was a labour of passion. He was introduced to the sport at school, and for fifteen years continued this interest. He developed Wayne's World about five years previously. The property included about fifteen kilometres of trails of varying length and difficulty, and a shooting range for biathlon.

Wayne operated the biathlon course most weekends in the winter season. He knew before building that operating the biathlon course would be a great deal of work. It would take time both to maintain and supervise. As a member of Biathlon Canada he had to uphold very high standards of safety for both site maintenance and activity supervision.

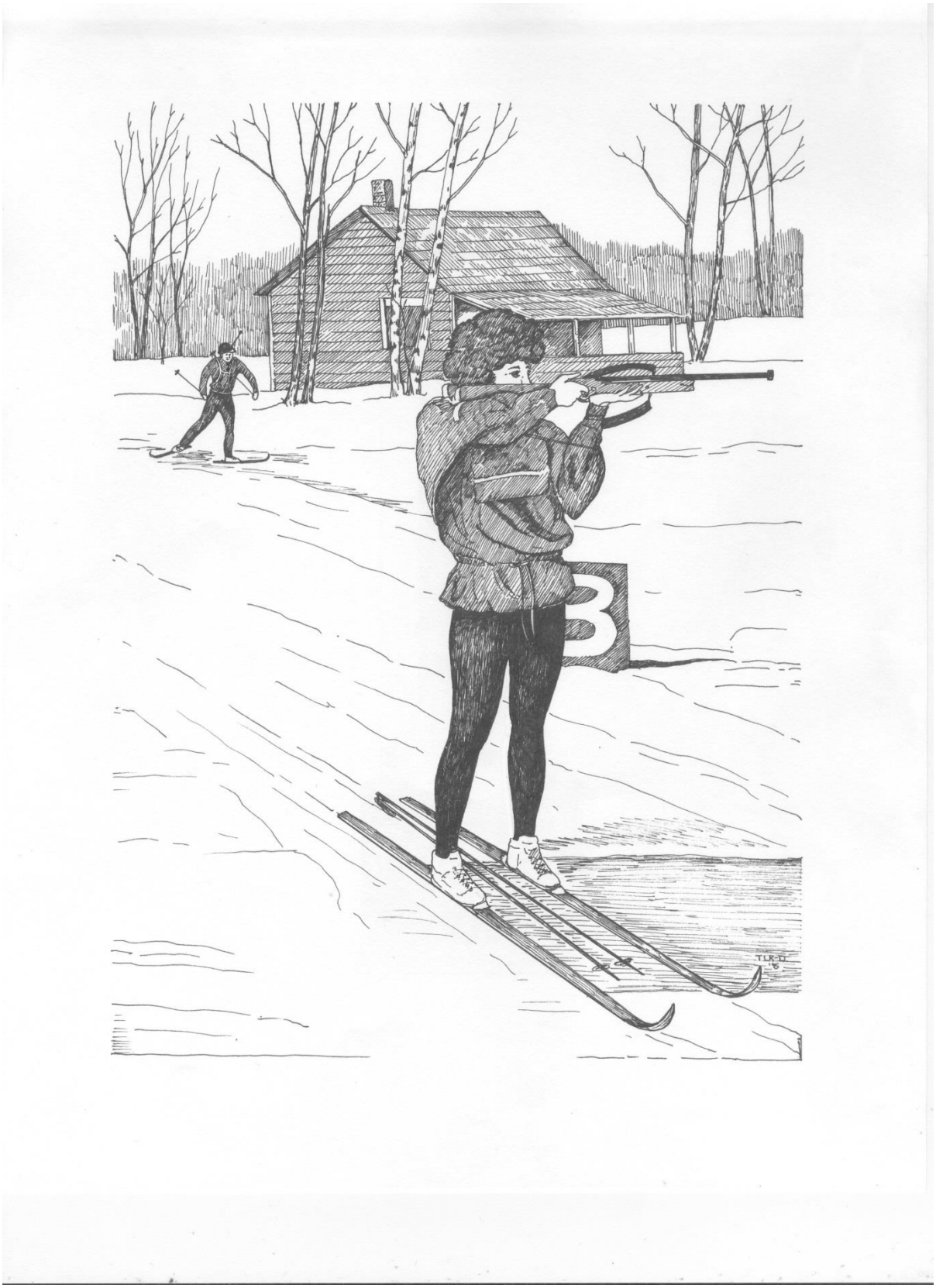
To stop casual visitors from venturing unexpectedly near the shooting range, it is surrounded by snow fencing. The property road is also fenced during use, and visitors are steered to the 'lodge', and away from the trails and shooting range as one entered the property. This corralling of visitors provided immediate user control to what could otherwise be a safety and security issue.

The only time shooting was permitted was when Wayne personally supervised the shooting range. Strict gun safety procedures were maintained at all times and safe ski etiquette was encouraged on the trails. Trail and shooting range rules were politely but firmly enforced and regular club members led by example. Friendly but informative signs were erected near the lodge and around the trails to inform users of what conduct was expected.

In season Wayne groomed about seven kilometres of trails three times a week; this took about fifteen hours in all. To speed things up, he bought an old Bombardier snow tractor but this stood idle for some time as a replacement part was too expensive for this low budget operation. He reverted to using an old snowmobile for trail grooming that he spent more time pushing than driving. With on-the-trail tinkering, however, it got the job done.

Each of the trail loops finished up near by the lodge and quite close to the shooting range, this trail arrangement allowed for continuous monitoring of trail users without the necessity of patrolling the trail all the time. There were five loops of 1.25k, 2.5k, 3.75k, 5km, and 7.5k in length. The longer ones followed Biathlon Canada competition guidelines of 1/3 flat, 1/3 uphill, and 1/3 downhill trail loops. Wayne found that he had to redesign some of the downhill sections once he skied them in wintertime. He discovered that some of the trails were either too steep or the corners too sharp, even for skilled competitive skiers and much too challenging for recreational skiers. He went back over some trails in the summer time to deal with erosion problems. Although he planned to enlarge the trail system for recreation users, Wayne already considered them much safer for the recreational skier than those of a local resort's. His dedication to maintenance, monitoring skier and trail safety (he closed off trails that got too icy), and redirecting trails when necessary, had meant no serious injuries during the period he operated his cross country ski park.

Wayne built his trails in summertime after surveying the land in winter. He took into consideration the rise and fall of the land, vegetation and forest cover, and adequate run-throughs for the downhill sections. Loop trails were used because they were better for racing; loops and one way directions also



cut down on skier collisions. Directing all the trail loops back to a central area greatly simplified supervision. While supervising the shooting range, he could also keep an eye on who was using the trails, and he could also see who was entering and leaving the property.

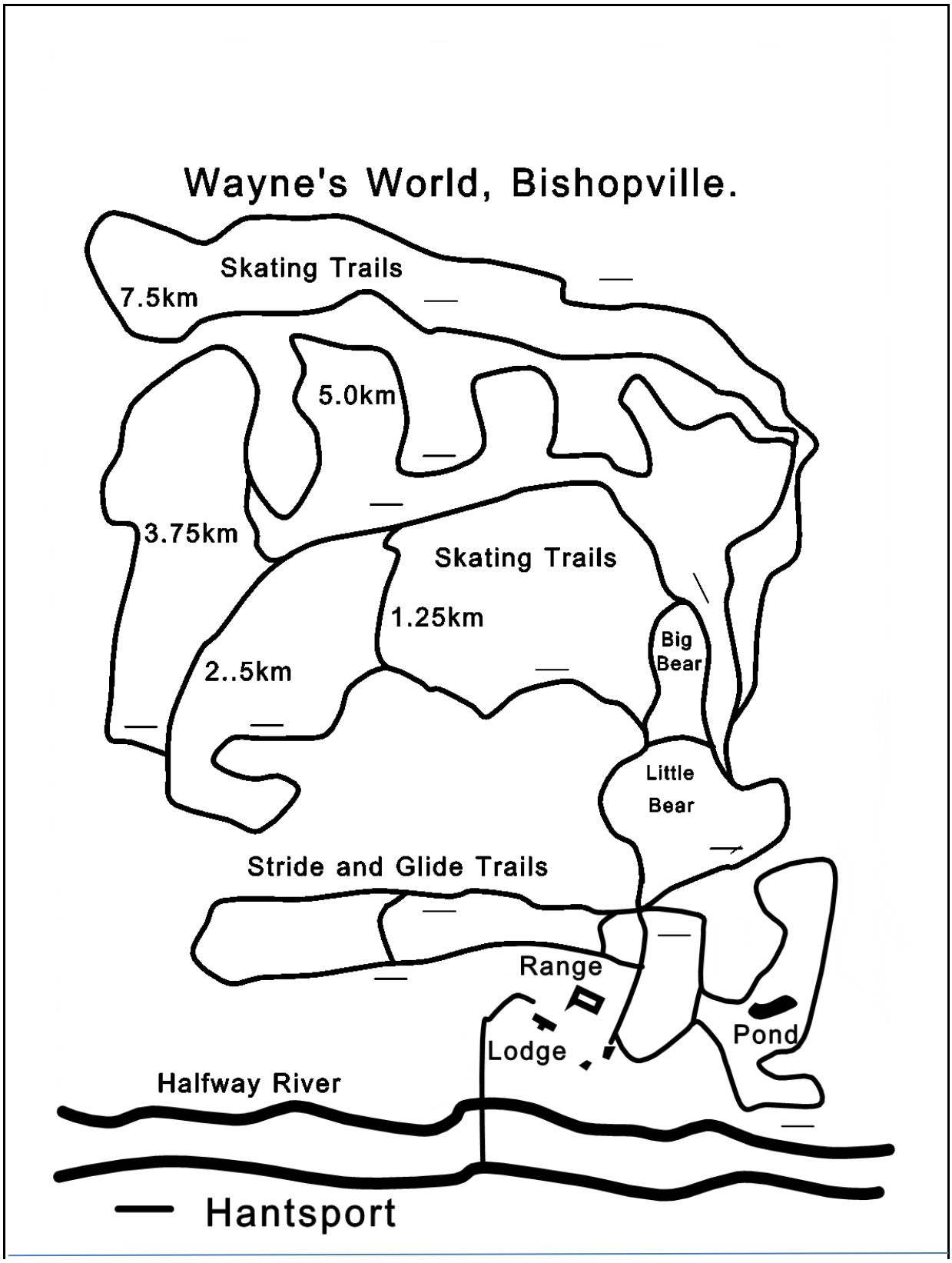


Figure 7.1: Sketch Map of Wayne's World

Wayne estimated that approximately 150-200 people used his trails each winter, many were regular visitors. Users either joined the local biathlon club or paid a small trail fee to cover liability insurance that

was underwritten by the Canadian Biathlon Association. People usually came from Halifax and the local area. Some came for the weekend spending a day at the local cross country ski resort and then a day at Wayne's World. The support facilities such as a warming hut and toilets were adequate but very basic. Wayne used a portable construction site toilet and an old trailer served as a warming and waxing hut. The word 'lodge' was a bit of a euphemism; it was better described as a shack or shed with a veranda. Inside were a few old sofas and a wood stove. Wood fuel came from the adjoining woodlot. Although he wanted to improve facilities, the personal cost was too great. Although they required continual maintenance, these facilities adequately serve their purpose. Skiers were drawn by the quality trails not the 'après ski'.

Why did Wayne do this? "I enjoy providing a good facility for young athletes, and I love the sport" he said at the time. During the fall of 1994 and the winter of '95, Wayne spent almost every evening coaching Nova Scotia's Canada Games biathlon team. When there was insufficient snow cover the team did roller blading, and when the snow arrived Wayne groomed the fields at the Hantsport Community Centre so that athletes could practice under lights! Although Wayne was a national caliber biathlete, he seemed to get as much satisfaction from other people's use of the area as he did himself. Once he and wife started a family, priorities changed and the woodlot reverted back to a commercial woodlot.

Test: Lesson Seven

1.Why is a "B" quality plan better than an "A" quality one that is never implemented?

2.Explain the advantages and disadvantages of two options for outdoor recreation development (e.g. in-house and outside contractors).

3.Give three ways that accessibility can be improved for individuals with a disability.

4.Explain three ways that supervision can be reduced through creative access management.

5.How can whole-life costing be used to assess the worth of a community park development?

6.How can you use parking to manage outdoor recreation and sport use on your community park?

7.What impact will litter have on subsequent outdoor recreation users of your community park?

8.How important is visual management to the enjoyment of outdoor recreation users?

9.Suggest three ways that 'user ignorance' might damage your community park. What can you do to minimize these problems?

10. What are three main categories of repair needed in outdoor recreation maintenance? Give three examples of what you can do to minimize their impact.

11.What problems might a 'heavy hand' cause in supervising your community park?

12.How can monitoring be used to improve the management of your community park?

13.What are the three main goals of interpretation?

14.Explain the key differences between budgeting, financing, and controlling.

15.What are the advantages and disadvantages of concessions in your community park?

Community Park Operations Checklist

I. Site Development:

Who will provide the ongoing management of your community park development projects? How will they be managed?

II. Access Management:

What access management strategies will you use? How will you provide access for people with disabilities? How will you use trail siting, gates, signs, and parking to manage access?

III. Maintenance Management:

What ways can you minimize maintenance during the planning and design phase? What ongoing maintenance tasks will be necessary to maintain quality outdoor recreation settings on your community park? How will you deal with various types of repairs? What procedures will you use to prevent forest fires and minimize damage and nuisance from domestic pets such as roving dogs?

IV. Operation:

How will you supervise your outdoor recreation sites? How will you monitor recreational impacts, provide necessary information to users, and provide interpretation services?

How will you budget, finance, and control the financial aspects of your outdoor recreation projects? How will you collect fees and make other user charges?

Legal and Safety Issues

This lesson provides basic information on legal and safety issues in community park management. Hopefully, it will make you more safety conscious, help you reduce possible hazards within your community park, and reduce your exposure to possible legal action.

Liability

The law of liability concerns the risks and responsibilities you have as a land manager. Most situations that give rise to liability are the result of negligence. A community park manager is negligent when she or he fails to exercise proper care or follow prudent or reasonable practices. The law of negligence applies to property, outdoor recreation facilities, park developments, natural spaces and equipment employed or used in the park. Generally negligence involves the following three conditions:

- the community park manager must have a duty to the complainant;
- the community park manager must have breached that duty; and
- the complainant must be harmed in some way by the community park manager's breach of duty.

There are differences in the legal duties owed to entrants (community park users) within your park. A person entering your park with implied or stated consent but without direct benefit to the park manager is referred to as a licensee. The park manager has a responsibility to warn park users of potential and known hazards that are not obvious to the licensee (the park user).

A person entering land with permission and with some benefit (not necessarily a financial benefit) to the park manager is an invitee. A higher standard of care is required for the invitee. The manager must go beyond a warning to protecting the invitee from unusual dangers that he or she should have known. The law typically states that the land manager holds a higher standard of care to a visitor who pays a fee than to an unlawful intruder. The community park manager owes special responsibility to children, although individual circumstances dictate what each manager should do (Bird and Zauher, pp.38-42).

Community Park Safety Management

Risk management describes actions necessary to reduce the risks to you and community park users. In outdoor recreation and sport, risk refers to exposure to physical, psychological, and social harm. To promote safe and wise use of your community park, users should be encouraged to get proper training, use safe equipment, ensure good leadership, and use environmentally friendly and healthy practices. If possible, monitor and insist that users and staff follow safe practices within your community park.

Hazard management is the action taken to reduce the possibility of injury, damage, or loss from actual dangers. The naturalness of your community park, the recreational experiences sought, and your level of outdoor recreation and sport facility development dictate each safety management situation. The best way to reduce incidents is to adopt a sound safe practices philosophy. If you are conducting park maintenance, for example, you will have a keen sense of the many potential dangers that arise, and take appropriate incident avoidance action. If you are not a cross country skier, or a mountain bike rider, it may be difficult for you to appreciate some of the specific risks associated with these activities so seek specific and qualified advice.

Before developing any outdoor recreation or opportunity in your community park, read specialized outdoor activity manuals and consult with activity organizations to get appropriate advice. Always check out the expertise of so called experts to ensure they are indeed qualified to give technical advice. If your community park is used in all seasons, ensure that safety assessment is conducted all year and encourage users to report any dangers.

Incorporating a hazard management strategy means thinking about all the possible hazards in your community park. This does not mean you need to remove or modify all of them, often reasonable options exist. There are numerous entities and activities that are potential hazards, if unattended. An inherited old quarry on site for example, made more accessible by a new trail may increase management risk. Trails designed and designated for hiking but used for mountain biking or motor bikes, even if unauthorized, may create additional user danger and management risks. One problem for management is separating, when necessary, maintenance activity from recreational activity. Closing various community park areas, posting warning signs, and removing old bridges before they collapse are examples that can reduce liability risks in your park.

A possible alternative to modification or removal is to provide adequate warning signs or provide readily available brochures. A natural history society used a combination of weed killer and plant removal to control poison ivy in its riverside trail and they also posted signs to warn hikers of potential contact with poison ivy. Keep in mind that a sign would be of little use to a child unable to read.

Managing access is also an important safety management tool. Since the level of risk generally rises with increased ease and sophistication of access, increased management action may be necessary as you improve access roads and trails. A cliff face next to a park roadway will likely need fencing and crash barriers whereas a similar hazard in the backwoods may only require signs or be left unmarked because of its remote location. Trails or roads running near some hazards may have to be rerouted, closed off with gates, or fenced (see the biathlon cameo in Lesson Seven). Each situation will require a somewhat different hazard management treatment.

In most community park situations, establishing a set of rules or enforcing provincial or municipal laws may be difficult. If you do establish rules, be prepared to enforce them consistently. As general practice, appropriate information, advice, and education are more effective than strict prohibitions.

Much can be done to reduce accidents by managing your community park for incompatible uses. This may mean separating, reducing, or discouraging certain outdoor pursuits completely in your community park. Twinning ski trails to avoid two-way traffic on steep hills is one example of separating potentially conflicting users and/or reducing hazards. Limiting parking spaces in some areas can help reduce crowding which sometimes creates safety concerns. Another strategy is to inform prospective users about incompatible uses. This often works well with surrounding neighbours to your park who may not enter your park from the traditional entrances and might not otherwise be aware of why and what you are trying to achieve concerning safety and hazard reduction within the park.

No matter what safety precautions you take, things do sometimes go awry. You should have a clear plan that all staff know to deal with emergencies and for follow-up. Accurate incident reporting is important because it helps identify and better mitigate future possible hazards. Sharing this information with other park managers also helps them

avoid similar mistakes and you also learn from others.

In addition, you should be concerned about potential health hazards presented by your community park (see Table 8.1).

Table 8.1: Potential Health and Safety Concerns

Topic	Guidelines
Sanitation	The major responsibility for backcountry human wastes lies with the outdoor recreation user. In typical community park use, sanitation such as the adequate provision and maintenance of toilets is a management responsibility.
Dangerous Animals /Poisonous Plants	Take steps to remove garbage accumulation to avoid attracting nuisance animals such as raccoons. Avoid siting recreation amenities such as woods trails near poison ivy or take steps to eradicate it. Whenever necessary warn users of possible dangers
Drinking Water	If water sources such as streams flowing through your community park are polluted, perhaps from nearby farm operations, provide adequate warnings for users. If you provide a drinking water source you must provide proper sanitation of the drinking faucet and ensure the water source is tested regularly.
Pesticide Use	Use with extreme caution and use alternative control methods whenever feasible. Provide adequate park user warnings when used. Protect employees with best practices when applying pesticides. Keep in mind that best practices may not fully protect park users or park employees.

Waivers, Insurance, and Relevant Legislation.

As the interpretation and application of law continually evolves, it is difficult to provide definite advice on the use of waivers, release agreements, and permission forms. The best advice is to check with a lawyer about specific issues. There are, however, some useful principles about the use of liability waivers.

1. Ethically and legally, waivers can never absolve you of responsibility to act in a reasonable way to safeguard park users.

2. Any waiver of the visitor's rights must be expressly stated, and must be brought to the visitor's attention.

3. Sometimes but not always a waiver or release form will limit the park manager's liability.

4. It is possible for users to sign away rights in a waiver form.

5. Posted warning signs in your community park will help reduce liability but not totally eliminate liability, especially if you fail to take other appropriate mitigating action.

To decide liability and the degree of negligence, the courts will take all relevant information into account (Bird and Zauhar p.78). Remember, collecting a fee for recreation services raises your responsibility and potential for legal action against you.

If you follow reasonable procedures in hazard and safety management, you have little to worry about. Nevertheless, the uncertainty about the value of waiver forms and the possibility of nuisance liability claims should encourage you to consider buying insurance to safeguard the financial viability and sustainability of your organization. Beyond

your standard land manager's policy you should think about adding visitor liability coverage, especially if you charge a fee for using your community park. No matter how much insurance you buy, prudent safety management is always the best line of defence and morally the right thing to do.

There are a number of acts of the provincial legislature that can affect the management of outdoor recreation and sport in your community park. A number of acts support recreation such as angling legislation, off-highway vehicle legislation, and planning legislation.

Trespass

A trespasser is a person who enters another's property without the owner or manager's permission and without potential benefit to the owner or manager. Normally the manager has few obligations to an intruder but one of these is that the manager is expected to treat the trespasser with common humanity. Although the Protection of Property Act in Nova Scotia specifically exempts legitimate recreational pursuits on undeveloped forest lands in Section 15, the park manager has a right, under Common Law, to limit the uses which persons may make of his or her land. A community park manager can sue under civil law for trespass if an unlawful entry or use occurs. Generally the land manager must take such legal actions at his or her-own expense, and often the police do not have the authority to become actively involved in trespass action unless other breaches of the law are involved.

Antisocial Behaviour

Only a few people cause trouble but their behaviour can have a serious impact on community park management. Having laws and regulations is one thing; being able to enforce them is quite another. Nuisance must be handled by law enforcement officers. In the case of wildlife infractions or problems occurring on a trail designated under the Trails Act, a community park manager can call upon the Department of Natural Resource's Conservation Officers. Since the police or other law enforcement officers must catch someone in the act, prosecution can be difficult. Perhaps the best strategy to minimize nuisance is to promote responsible use by respectful users. Often peer pressure reduces unsociable behaviour from others.

Cameo:

A Tale of Two Cliff Tops!

The Cape Split and Cape Blomidon areas in Kings County provide interesting contrasts in safety management. Each area's management seems appropriate for its particular circumstances even though they both have high cliffs and exposure. The ways these two areas are managed reflect the type of experience that different recreation users seek.

Cape Blomidon is a provincial park easily reached by car. It is mainly wooded with well-developed facilities. The camping area provides attractive car camping sites. The picnic area has an outstanding view of the Minas Basin.

Cape Split, which was until quite recently privately owned and reached by a popular six kilometre hiking trail, passes through softwood, mixed wood, and hardwood forests. It has no designated camping pads, no water supply, and until recently no formal, on the ground management. The view at Cape Split is spectacular; it provides a close-up of magnificent tidal whirlpools and a panoramic view of the Bay of Fundy.

Blomidon Provincial Park is designated as a single-use outdoor recreation area. Its' well maintained hiking trails are popular both with campers and day-use visitors. Blomidon attracts young families, seniors, and generally low-impact outdoor recreationists. Its trails explore the forests and provide occasional cliff top vistas without going too far from park headquarters. Several look-offs have high exposure. They are fenced and signed. There is a fairly high level of visitor support. The park is supervised 24 hours a day seasonally. Given its high intensity recreational use Blomidon offers a very different outdoor recreation experience to Cape Split.

The Cape Split Trail experience comes as close to a wilderness experience recreationists can get in mainland Nova Scotia. Until very recently there was is no formal parking at the trail head. At the trailhead and about half way along two signs traditionally gave warning of danger at the trail's end. The beginning of the trail was difficult, even for hardy walkers. It was narrow, rocky, often wet, and uneven. This gave some hikers second thoughts about going beyond the first few hundred metres. Most visitors appreciate its ruggedness and naturalness. It has few, if any, obvious management improvements near the end of the trail.

At Cape Split visitors take full responsibility for their own safety. There is no supervision and help, if needed, is hours away. Accidents occasionally happen. In recent memory Cape Split has experienced fatalities, serious and permanent injuries, and other situations requiring emergency evacuation. Despite this very real danger, there are no warning signs or fenced areas at the end of the trail.

Most visitors value this freedom from obvious management intrusion; they go to Cape Split for its majesty, simplicity, and naturalness. If too many signs and fences were to be erected this would undoubtedly diminish the 'experience' most hikers work so hard to achieve.

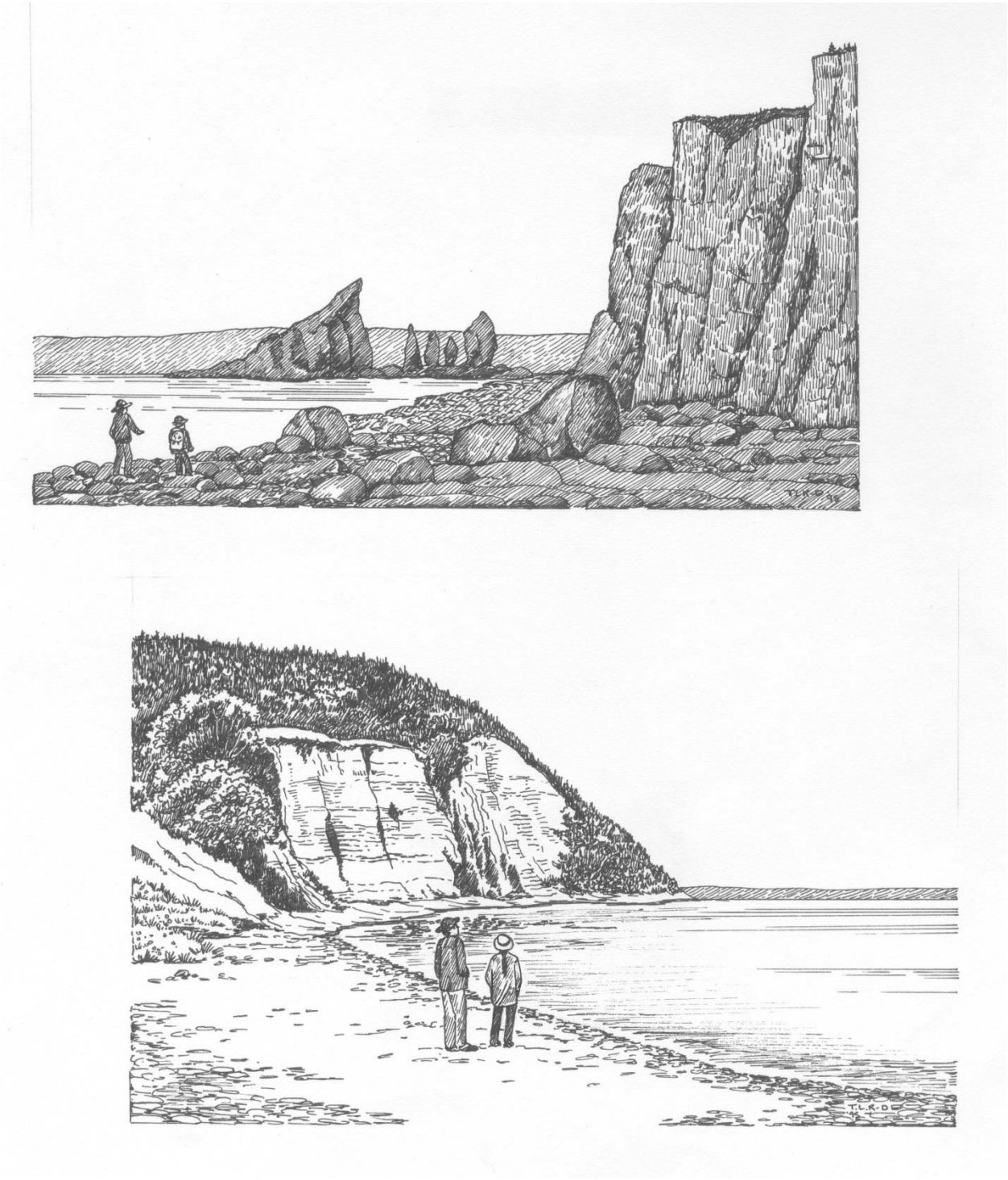


Figure 8.1: Cape Split (above) and Blomidon Park (below)

Test: Lesson Eight

1. In your own words describe the three required conditions for a community park manager to be liable.

2. Number the following from the person to whom you have greatest legal responsibility to the one you have least.

    a. a person who steals a Christmas tree from your community park.

    b. a person who pays a token fee for using your ski trails.

    c. a person who hikes trails you have built for community use.

    d. a person who mountain bikes on one of your park roads closed and posted for maintenance.

3. Why manage rather than modify or remove some park hazards?

4. Why modify or remove certain hazards on your community park?

5. How can access management be used to reduce hazards on your community park?

6. What are two potentially incompatible recreation uses on your community park? What can you do to manage these uses?

7. List possible health threats to recreation users on your community park?

8. What is a trespasser? What legal recourse do you have in dealing with trespassers on your community park?

9. Why is buying visitor liability insurance useful

Community Park Legal and Safety Checklist

I. Liability:

Briefly outline the type of outdoor recreation and sport users you have on your community park? Determine whether these users are invitees or Licensees.

II. Community Park Safety Management:

List possible hazards in your community park.

Make a list of what safety management procedures you use. Determine whether these are adequate or need to be improved.

If they need improvement develop a revised set of safety procedures. Decide how these procedures will be implemented.

III. Waivers:

Decide what waivers are needed and what warning signs are needed on your community park.

IV. Legislation:

Decide what legislation might be of concern for outdoor recreation and sports developments in your community park.

Seek advice on specific legislation to determine their relevance to your outdoor recreation and sport developments in your park.

LESSON NINE

Evaluation - Measuring Value

Evaluation assesses whether your community park development efforts are:

- Valuable - doing something worthwhile.
- Effective - doing what you set out to do,
- Efficient - using management resources wisely.

Evaluation helps managers make decisions which require setting clear objectives, justifying their importance, and carefully selecting workable implementation strategies. The most challenging part is making your objectives clear for yourself and others.

Evaluation helps you to make wise choices; for instance, whether to continue, halt, or change a park management activity. It provides accountability. If you received a grant, the grantor will want to know how well you developed your project and whether you spent the grant money wisely. Evaluation also helps you address environmental issues. Since society is applying increasing pressure on land managers in general to demonstrate sound environmental practices, community park managers are increasingly accountable to the public for its environmental stewardship.

Types of Evaluation

One type of evaluation is formative and is completed during the development stage of a program whereas summative evaluation examines the program's performance at the completion of a major program or project phase. Both types of evaluation are critical to success. Often there is a tendency to put off evaluation because managers do not want to face reality. This delay in assessing progress could be the cause of many more problems later on. The evidence is clear that ongoing (formative) evaluation and periodic or end (summative) evaluation results in better overall performance even though its takes management time and effort.

Program Elements

Most projects have the same basic program elements; each provides a foundation for evaluation (see figure 9.1).

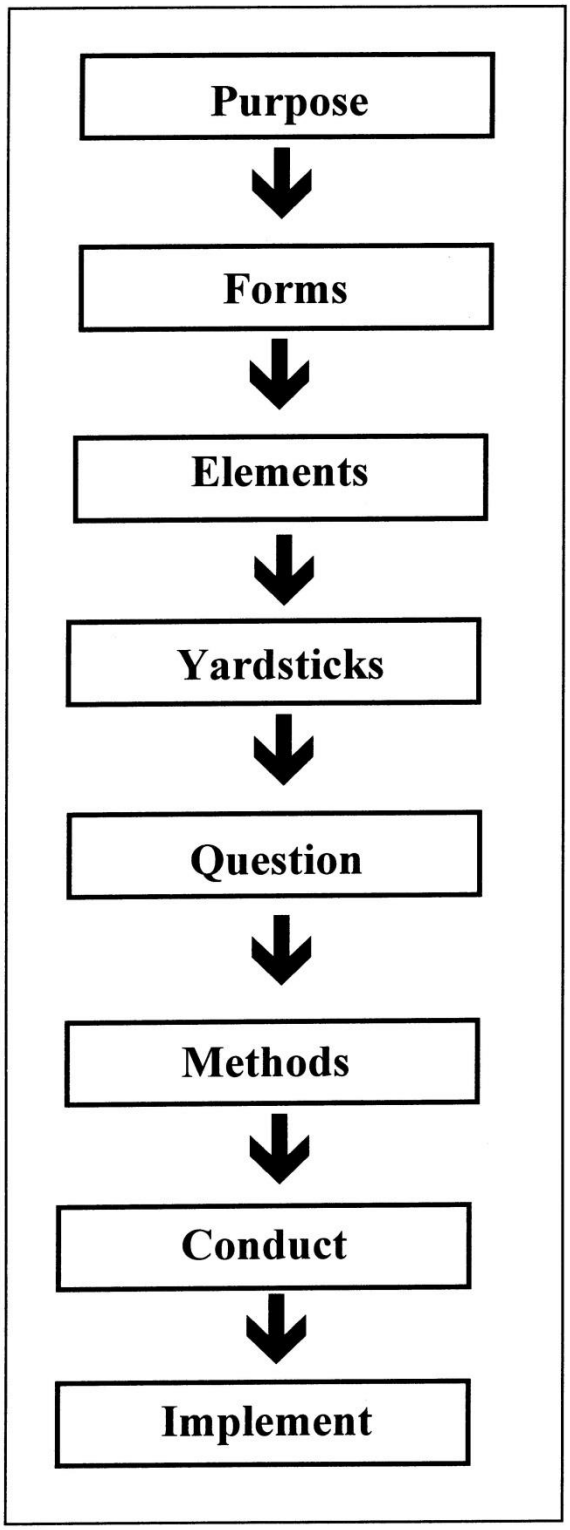


Figure 9.1: Evaluation Elements

I. Goals - all programs have goals or objectives or broad purposes.

2. Inputs - such as resources like time and effort expended on a park development project.

3. Processes - these are the strategies and/or methods used to carry out a program.

4. Outputs - these are the obvious products of a community park program or project.

5. Results - these are sometimes less obvious and usually refer to longer-term outcomes of a program or project. Sometimes they are indirect outcomes such as improved community spirit.

Generally, the more specific your goals or objectives are the more straight forward it will be to measure them. Becoming more specific with your program objectives, however, sometimes means they are more difficult to connect to your overall program purpose. If your objective is to build ten kilometres of cross country ski trails, for example, you can easily measure success by measuring the length of newly completed ski trails. What if your objective is to attract three hundred additional skiers each winter or provide exciting skiing? How do you measure success? Simply measuring the length of ski trails is insufficient. You will have to count or estimate the number of skiers and find some way to measure excitement!

Despite the difficulty in measuring some goals, never lose sight of your fundamental reasons for getting involved in outdoor recreation development. Your involvement may be to help your community become a better place to live, to improve awareness of community park management practices, or to improve public relations. None of these are necessarily easy to measure but this does not diminish their importance.

Inputs are the resources used to make a project work. Try to find ways to use them more effectively and efficiently. From time to time you should consider opportunity costs. This leads you to ask the question: Is there something better I could be doing with my time and effort?

The way you do things is also important.

For every community park goal you set, there are often several ways to accomplish them. Taking time to evaluate methods and processes results in more efficient ways of doing things. For example, chasing renegade motorcycles away from your park may be a hopeless task whereas erecting a sign politely requesting that motor cyclists stay away from the park may do the job for you.

The appropriateness of a program or project's scope is often overlooked in evaluation. One outdoor opportunity might involve a small site of about a quarter hectare whereas another might involve several community parks and other lands of several hundred square kilometres. A successful program could involve just a few visitors or thousands, and might be focused on one activity or several. There are no hard and fast rules to decide what is the most appropriate scope for a community park initiative. It is a matter of good analysis and sound judgment. Program or site size often depends on a set of complex activity requirements as well as development and operational capabilities. After evaluating visitor needs and management capabilities, you may decide to reduce, expand, or leave a program or park project as is.

Outputs are the short term products of a community park program or project. Developing five backcountry campsites, attracting hundred hikers, or making an interpretation sign are examples. Providing forty seniors on a bus tour with an enjoyable nature hike through your park is also an example of an output.

Results are related to outputs but are often broader, longer term, and more significant to the park user or community. Results may include longer term consequences such as user satisfaction, improved public attitudes towards community park management, healthier life styles, or a more cohesive community.

Not all program results are intended. Unintended outcomes are the unplanned results of management activity. For example, building a park access road too close to a lake or stream may destroy wildlife habitat. Not all unintended outcomes are necessarily negative. A small clearing in a woodland, for example, may improve habitat for some key species. When measuring results try to evaluate both intended and unintended outcomes for all your programs, projects and initiatives.

Evaluation Yardsticks

Yardsticks are used to measure progress towards stated goals. If you hope to attract a hundred and fifty boats to a boat launch each month during the boating season, that number can be used as a basis for measuring success. One problem with yardsticks is measuring partial success? How do you decide whether two hundred boats are a great success or an overuse of an area? Whenever possible select your yardsticks before you develop a program; this avoids 'rationalizing' success after the fact. You should certainly select your yardsticks at the earliest possible point in the project development process.

Be clear on who will use the evaluation.

Various users will have different evaluation needs requiring a different emphasis in the evaluation process. If the evaluation is primarily for management team's self-interest; it should focus on your community park management needs. If it is for an outside agency such as government, the evaluation process should focus

on their special requirements. If you find an outside agency doing a related evaluation, use it to supplement your own management efforts.

Deciding who should do an evaluation is often a difficult decision to make. Although you may understand the operations of your community park best, you may not have the time or expertise to do a good job of evaluation. Or you may not be sufficiently objective. Unfortunately, outside agencies may have more evaluation expertise but may not fully understand what you are trying to accomplish with an evaluation. Consultants may also be too expensive! If you do an evaluation yourself, get expert advice before you begin. If you use outside evaluators, be sure to stay on top of the whole evaluation process to avoid later disappointment and to ensure that they do what you require of them.

Choosing Evaluation Questions

The questions asked during evaluation are critical for collecting useful information. Begin by drafting general questions and then develop increasingly detailed ones. Several fundamental questions are:

Is this community park project reaching its goals?
Are there alternative park activities that would be better for the community than the ones we have now?
Can our management resources be better spent elsewhere?
And do the benefits of a park activity outweigh the present costs?

Once you outline your general evaluation concerns, you can begin to develop increasingly detailed questions that respondents will find generally straightforward to answer. It is important to keep evaluations simple. This increases the chance that you will be able to collect appropriate information and that the evaluation results will be used appropriately.

Evaluation Methods

There are many ways to do effective evaluations. In choosing an appropriate method you should consider efficiency, expense, and practicality. Suitable evaluation methods can involve observation, interviews, and questionnaires. You will find that each method has its own strengths as well as its own limitations. You will also find that there are no simple rules on selecting evaluation methods but you will find that experience--yours and others --certainly helps.

Implementing Results

The reason for evaluation is to incorporate findings into decision-making to improve your park management performance. If you find that you do not use your evaluation results, you need to question why you did the evaluation in the first place. To increase the chances that results are used, keep a separate past performance file on all your major outdoor recreation projects. Summarize your evaluation results in this file. By doing this, you will find it easier to incorporate your findings when a new program development phase begins.

Test: Evaluation

1. What are three major purposes of evaluation?

2. What are the two major forms of evaluation?

3. List the five basic types of program or project elements.

4.Suggest a way you can alter a recreation program's scope within your community park. Give an illustration of how this will affect operational management.

5.What is an evaluation yardstick? Provide three yardsticks for measuring the worth of an outdoor recreation setting on your community park.

6.Give three pros and cons for doing project evaluation yourself as opposed to contracting out to t a consultant.

7.Develop a general question for measuring the worth of stocking a park lake for fishing or building a warming hut for cross country skiing. Provide two more detailed questions on the same general topic.

8.Select an evaluation method (or methods) for evaluating a nature trail. Suggest one advantage and one disadvantage of this method.

9. Choose three kinds of information that would be useful to keep in a past performance file.

Evaluation Checklist.

I. Purpose:

Explain your evaluation purpose.

II. Program Objectives:

What are your program objectives?

III. Basic Evaluation Questions:

What general questions do you want answered in this evaluation?

IV. Program Elements:

What aspects or program elements will you concentrate on in your park evaluation?

V.Assessment Yardsticks:

What yardsticks wi1l you use as indicators of success or failure? What are your specific research questions?

VI. Evaluation Methods:

What methods are most practical in answering your research questions?

VII. Evaluation Design:

Design your evaluation process and develop efficient ways to assess results. Remember keep your evaluation as simple as possible.

VIII. Implement Evaluation:

Conduct the evaluation and carefully log your results.

IX. Analyze Results:

Analyze the results and summarize them.

X.Past Performance File:

Develop a past performance file that includes evaluation summaries and other useful program information.

XI. Revise Program.

When appropriate revise the program by incorporating your evaluation results.

EPILOGUE

Future Challenges

At the beginning of this manual you were invited to think about sport and outdoor recreation in the context of your overall community park management goals. You were asked to consider what you would like to do, what you ought to do, what you might do, and what you could do. Hopefully, you have refined your thoughts on these issues and that this manual has given you some ideas to explore.

You should understand your strengths and limitations better, and most importantly, you should better understand community park users' motivations and satisfactions. You should also more clearly appreciate the potential contribution community parks and community park management team can make to the quality of life for people in your community.

Meeting the demand for high quality park experiences in the future will not be easy. It is hoped, nevertheless, that this manual will make your efforts straight forward, more realistic, and more effective. Whether you get involved in a small or big way in transforming your park resource, your park developments will undoubtedly make an important contribution to the provision of outdoor experiences for your community.

The Community Park Manager's Role:

In the past, outdoor recreation was a byproduct of our rural life and ubiquitous access to open space. High quality outdoor recreation settings were abundant because little industrial activity took place in the forests. Since the Second World War, however, access to open space for most citizens and their children has been reduced by expansion of the suburbs. Despite this, the demand for quality outdoor recreation and sport experiences has increased due to a number of fundamental developments in society. These include increased affluence and free time, more cars and better roads, and more recently, a growing concern and appreciation for our natural environment and sustainability. Although difficult to assess precisely, it is reasonable to think that demand for community parks will increase and that demand will exceed supply, and because of the escalating cost of fuel, demand for local parks will increase substantially in the not too distant future.

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Appendix A:

Community Park Programming Ideas

Camping-Family	Many families like to drive to a campground and set up their tent or trailer. Contact the Campground Owners Association or Department of Natural Resources for details on campground development.
Camping-Group	There are several youth camps with permanent buildings and some provincial parks, but otherwise relatively few places where youth groups can set up temporary camps using tents and shelters. A cluster of tent pads, access to drinking water, and toilet facilities are necessary.
Camping -Backcountry	You can make camping easier by developing a few backcountry camping sites. Build tent pads near points of interest such as a lake or stream and mark sites on a sketch map. You should consider putting in pit toilets.
Guiding -Photography	As part of the ecotourism trend, more and more people are interested in hunting with a camera. Contact your local photography store, clubs or photographic guild to check local interest.
Trails - Nature	Develop a short nature trail in an area of special interest on your community park. Invite a naturalist to help identify items of special interest. Develop and signpost a network of trails. Develop a sketch map and place it in a box at the head of the trail. Charge a small fee for the map or ask users to return it when finished. Collect money on an honours basis.
Trails-Cross Country Skiing	Many community park roads and hiking trails can be used for cross country skiing. Overhangs need to be cut to ensure head clearance when the snow is deep. Ensure that hilly sections have safe runs throughs.
Trails – Mountain Biking	For the most part mountain bike riders use established community park roads and trails. If trails are heavily used by other recreationists, try separating them from mountain bikers.
Trails- Horseback (Bridal Trails)	Horseback riders cover large distances in a relatively short time. They prefer loop trails that link several communities and parks. Horseback or bridal trails need high clearance. They are best hardened with gravel to minimize rutting.
Nature Study-Birdwatching	A very popular outdoor activity. Serious birders travel hundreds of miles, often stay overnight, and get up early to see rare or unusual species.
Nature StudyWildlife	Many people lack basic knowledge to really understand and enjoy nature. You can help with informal tours, nature trails, and interpretative signs.
Nature Study Astronomy	The "Levy" of Schumaker-Levy Comet fame regards Nova Scotia as one of the best places to study the stars in North America, even better than the mountains of Arizona. An old field away from artificial light may be a good place to throw tarps and invite the community to study the stars.
Landscape & Nature Painting	Nova Scotia hosts a number of landscape and nature painting workshops every year. Some are local affairs and others attract visitors from all over North America. Check with your local club.
Nature Photography	There is plenty of interest to photograph. Invite local photography clubs to explore your community park.
Paintball Games	This adventure game requires a mix of open space and accessible woodlands. Teams pursue each other with paintball guns. A fee is charged for participation and equipment rental.
Wide Games	For years wide games -- hiding, hunting, and chasing games -- have been played by children in youth camps. Some have been adapted to teach environmental concepts. Invite youth groups to use your community park for this fun activity.

Adopt-a-Forest	Schools or community organizations can adopt an area, plant it, and look after it. Other groups can see how the community forest adapts over time. This can serve as part of your resource monitoring program.
Adopt-a-Stream	A school, youth, or environmental group can adopt a stream. Under the guidance of a biologist, clean it up and conduct restoration projects.
Ice Skating-Ponds	Keep part of your fire pond clear of snow during the winter and turn it into a skating pond.
Caving (spelunking)	If you have caves on your land invite local cavers to check them out. If there are no experts locally check out nearby military bases. They often have personnel who have caved elsewhere.
Kite Flying	Combine a kite making workshop at your local community centre with a kite flying day at the park. You need an open field, free of power lines, and a breezy day!
Berry Picking	Many berry species colonize disturbed land such as cut-overs. This attracts wildlife and berry pickers. Combine a pie baking workshop with berry picking. Develop a U-pick, U-bake or U-pick,We bake program.
Maple Sugar Production	Today's commercial maple sugar production is highly mechanized. The old bucket method for tapping and collecting sap still works, and provides interest for community park visitors.
Lapidary (rock hounding)	This is best where cliffs are exposed to erosion, or in old quarries. Some parts of Nova Scotia are great for dinosaur or other fossils.
Sleigh Rides	A traditional family outing in winter. This requires wide trails, a workhorse, sleigh, a good driver, and snow.
Wagon Rides	The same basic activity as a sleigh ride but takes place when there is no snow. A wagon is needed rather than a sleigh.
Clam Digging	If yours is a coastal community park, your community park visitors might try clam digging. Combine this with an old fashioned clam boil or a barbecue.
Fly Casting	Use your old fields to teach and practice fly casting. Progress to your fire pond, and then to local streams or rivers.
Gold Panning	If you live in an old gold mining area, the rivers and streams still may yield gold. Try hosting a gold panning workshop.
Outdoor Theatre	Build a small amphitheatre with log seats and a raised area for a stage. Use it for presentations, camp fires, and a group meeting area.
Outdoor Cinema	Tightly string a rope between two sturdy trees that is near a power supply and peg a large white sheet to the line. Tie it down at ground level to reduce flapping in the breeze. Show a movie and invite community people to bring their own fold up chairs. Be sure to have a sound amplification system that's loud enough for all to hear but not too loud to disturb neighbours.
Environmental Education	A community park can be used to teach several aspects of environmental education.
Outdoor Barbecues / Camp Cooking.	A cook-out provides a great special event for family reunions and other community events. Try offering a workshop on outdoor cooking.
Equipment Tryout	Most people cannot afford to buy special equipment before they try a new activity. Provide outdoor recreation equipment for rent or perhaps manage equipment owned by your local recreation department.

CASE STUDY:
The Highland Ski Area.

Rosemary and David Algar operate cross country ski trails on their woodlot on a part-time basis. Their woodlot is located at the end of the South Ridge Road, 5.5 kilometres off the Cabot Trail near Cape North. It abuts the wilderness area of the Cape Breton Highlands National Park.

Over the years the Algars have built an enviable reputation for having high quality, groomed cross-country ski trails, great hospitality, and excellent snow conditions. They hope to at least break-even in their cross country ski operation. They plough excess revenue back into trail development. Despite their success, they lose 20%-25% potential business during April of each year.

The Cape North Area has the best cross-country ski conditions in Nova Scotia. By the end of March, Halifax and Sydney have already lost their snow base. This makes a trip to Cape North quite inviting. The main problem for the Algars is that only part of the South Ridge Road is paved. When the spring thaw comes, the road breaks up and is only passable by 4x4s. Unfortunately, this coincides with great spring ski conditions. The Algars get a lot of enquiries but turn away all but those with four-wheel drives who are experienced backroads drivers. Dave says he simply can't encourage skiers to come who might get stuck or damage their vehicle on the rutted and soft dirt road.

They also lose customers to the long-term weather forecasts which are rarely accurate. People from outside the Ingonish Region have the notion that roads are unsafe in winter. Dave advises,

> But that's not the case at all. No one should try to travel over Cape Smokey in a snow storm. But once the storm has passed the roads are quickly ploughed. Centre-lane-bare makes for pretty good driving.

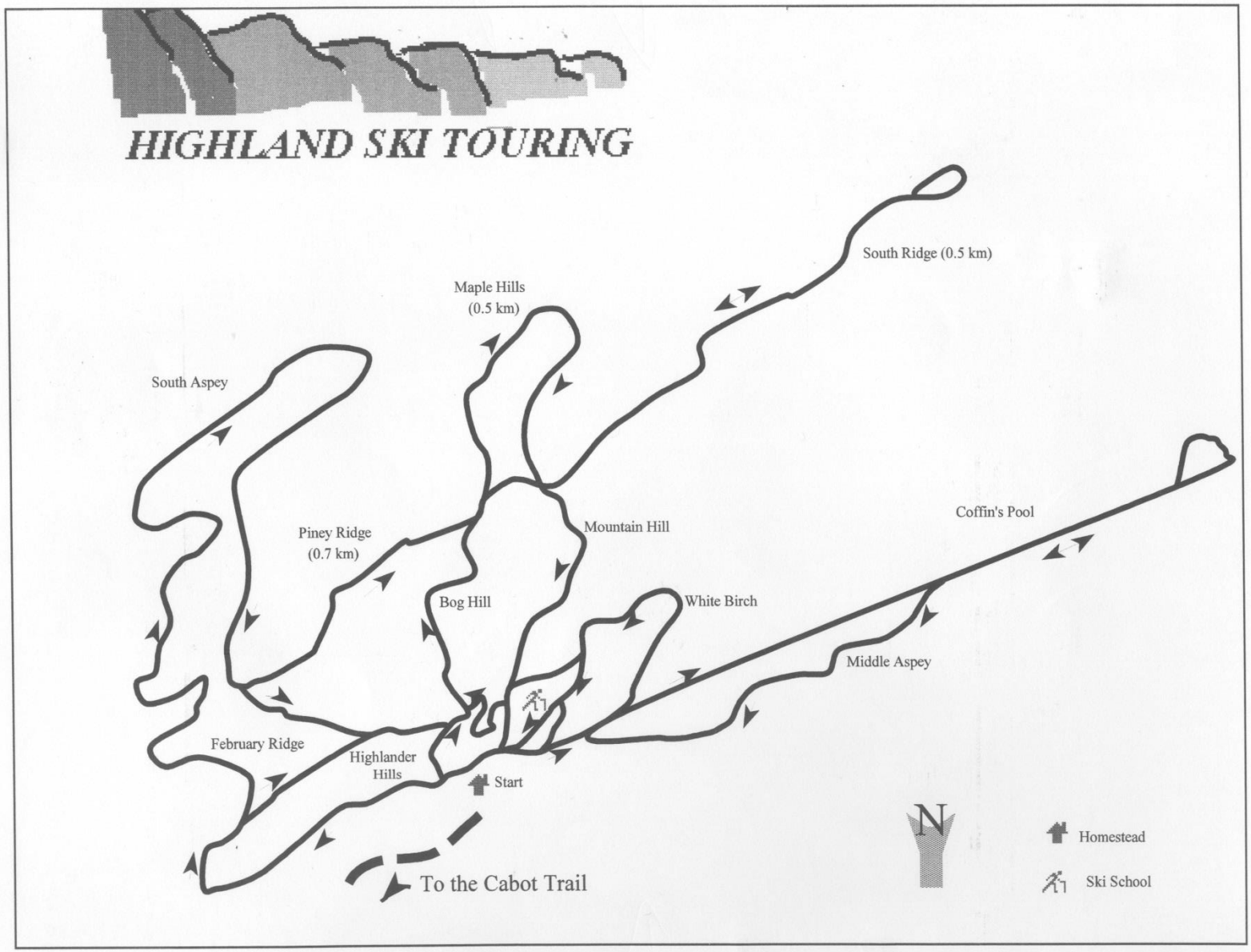
Dave is also concerned about the public's notion of weather. The media, he argues, hypes snow and cold as bad rather than something exhilarating and essential for a healthy environment.

Dave contends that if skiers can't make it along the road to the Algars' place, they have lots of good skiing opportunities elsewhere in Cape North. The Canada Games trails are just down the road and the National Park has recently developed a ski trail network. In all there are between 50 and 60 kilometres of groomed trails for visitors to explore and enjoy. "We're now in a position to guarantee good cross-country skiing somewhere in Cape North. This makes the travel and expense worth the effort."

The Woodlot:

The Algars' homestead and 64 hectare woodlot fronts the Middle Aspey River. The Middle Aspey Valley is a glaciated ridge with a series of natural benches that make for excellent ski trails. It is generally hilly and rocky, but because the woodlot was farmed early in the century, most rocks have been cleared and piled.

Although you have to be lucky to see certain kinds of wildlife, the woodlot is home for bears, coyote, moose, barred owls, pileated woodpeckers, and lynx. The initial forest access roads were provided under a silviculture grant but no grants have been used since. This is because "silviculture road construction requirements are incompatible with ski trails, and grants such as ACOA's are too large a scale for a small woodlot."


HIGHLAND SKI TOURING
South Ridge (0.5 km)
Maple Hills
(0.5 km)
South Aspey
Piney Ridge
(0.7 km)
Mountain Hill
Coffin's Pool
Bog Hill
White Birch
Middle Aspey
February Ridge
Highlander
Hills
Start
To the Cabot Trail
N
Homestead
Ski School

As far as forest management is concerned, there are approximately 8 hectares of thinned spruce, about 2 hectares of sugar bush as well as a white and red pine plantation with 6,000 stems. This latter area was planted after bulldozing and brush burning. Interestingly Dave planted the pine in alternate rows because red pine does not hold snow well. He says that alternate planting combined with natural hardwood growth seems to hold the snow better. Because of the work involved in setting up the plantation, he avoids these with his ski trails.

The Cross Country Ski Trails:

Throughout the year the woodlot is used for cross country skiing, mountain biking, walking, running, bird watching and nature study. Aside from cross country skiing, however, David does not encourage public use because of liability. He presently pays around $1,700 in ski area insurance. David says anytime you get paying customers, insurance costs go into the thousands.

The ski trail system has been laid out to give skiers a sense of mountain trail skiing. As far as possible steep uphills are avoided and downhills are exhilarating but not terrifying. The trails are laid out by someone who knows cross country skiing and what skiers want. Before Dave cuts any trails, he scouts the area for two or three years to get to know it and get a sense of what the skier would "feel like".

In building the trails there was an attempt to give the skier a sense of "winding up the mountain". The trails have been designed more for the skiers to enjoy the scenery than for hard skiing. Trails are routed along the natural benches where possible and close to points of interest to add variety and excitement. He uses old trees and other natural draws such as viewpoints and gullies to add interest. Presently the two-way trails, which were built on relatively flat ground for safety reasons, are being phased out. Eventually they will be replaced by one-way loops to increase user enjoyment.

The trails are mainly classic ski trails with ample opportunity for skate skiing. They range from learner trails, in the lighted area, to beginners and intermediate trails. The trails are always designed and built with an eye on grooming and year round maintenance. The Algars don't have expensive trail grooming equipment or lots of time in summer for repairs. Generally bulldozers aren't used in building or maintenance because they remove valuable top soil and binding vegetation that suppress Spring washouts.

The Algars not only offer good ski trails but provide key infrastructure as well. This includes heated indoor toilets, a sheltered waxing area, ski rentals, "the best variety of waxes in the Maritimes" and expert advice on how to use them on regional trails, and most importantly - good hospitality! "We give people a good time which encourages a more active life style and an opportunity to stay in-touch with the land and nature."

Background:

The Algars moved to the area in the late seventies after a holiday convinced them that this was a good place to settle and bring up a family. They have four teenage boys. David has a forestry degree from the University of Toronto and a Master's degree in Environmental Education from McDonald College (McGill University). After extension work with McGill, working with small woodlot owners, David took on summer seasonal work with the Cape Breton Highlands National Park as an interpreter and tried to establish a silviculture business in the area. He soon found there

wasn't a lot of work for hardwood silviculture. He has since managed to get full-time work in the Park designing and building trails in the off-season. Rosemary works full-time as a home-visit occupational therapist.

The area's history is interesting and becomes part of the interpretive package for visitors. The area was settled in the mid-eighteen hundreds by Gaelic speaking Scots. Interior river valleys such as these were settled after the prime coastal plains were taken. This particular area was farmed into the 30's and 40's but, for the most part, was neglected when the primary income source turned to gypsum mining. Afterwards, this land was used for subsistence farming and provided supplementary income until it was abandoned and bought by someone 'from away'. In the seventy's the farmhouse was burnt down, strangely on a Halloween night! The land was purchased by the Algars in 1979.

On the homestead side of the ridge, spruce has recolonized the area and is now 60-90 years old. On the backside of the ridge the hardwoods were largely untouched and a mature forest generally remains. Historically, white spruce has been cut for construction and hardwood for firewood.

The family home not only sits on the woodlot, but is the starting point for all the trails. There is a lighted ski school area located near the house. This is used for evening instruction. The north face of the property near the old farmstead was at one time pastureland. The trail system extends onto a neighbour's land. This cooperation provides the neighbours access for fuelwood and the Algar property is used to store fuelwood for the Algars and their neighbours.

The Ski Area Customers:

Because of the high quality outdoor recreation opportunity that is available at the Algars and the other ski areas in the region, cross country skiers are prepared to travel long distances and stay a while. Most frequently people come from Sydney and other parts of Industrial Cape Breton. This is a three hour drive. Some come less frequently from Metro Halifax. Some skiers use the Fitzgeralds' Bed and Breakfast (The Inlet B & B) in Dingwall about 15-20 minutes drive away. The Fitzgeralds offer hearty evening meals because none of the local restaurants are open in winter.

The Algar's interest in promoting the woodlot doesn't stop at paying customers. Recently Dave has been approached by a teacher at Cabot High School to help introduce cross country skiing to the school's physical education program. In addition, the local high school uses the woodlot for a forestry unit. David is also involved in coaching the local cross country ski team. The Highland Ski Club presently has 17 male and female participants from 11 - 18 years old. As Dave emphasizes, the club is much more than a program for elite skiers. There is, for instance, a sizeable group with no desire to race but are involved in boosterism and race support. They also help with other club affairs. During regular training and practice sessions, environmental education, general body conditioning, and local culture, music and dance (bagpiping and highland dancing) are integrated into club activities. This reflects the Algar's active life style philosophy.

Theirs is a family enterprise. The children help out as well as ski in the club. Presently, Rosemary runs a 'Jack Rabbit' learn to cross country ski program which has spawned interest for a similar program in Ingonish.

Outdoor Recreation Hazards:

As all the trails start and finish near the Algar's home, they have good control over who uses the trail and when. Dave notes that people are the greatest hazard on his woodlot. Visitors are not often knowledgeable about the woods, or their outdoor skills are limited. "We close the intermediate trails as soon as they get icy. We haven't had any serious problems, aside from a sprained ankle on a trip inside the National Park." There was one case of heat exhaustion - one visitor who insisted on wearing a snowmobile suit! "We have a snowmobile and a rescue sled for such eventualities. Both Rosemary and I are former Nordic Ski Patrollers." Dave is also a former patrol instructor, so he is well aware of potential hazards and how to deal with them.

Woodlot Management:

Dave enjoys working the woodlot which they consider an investment. The woodlot is in substantially better condition now than when they bought it, and will be in even better condition when they retire. "It provides firewood and any other wood we need." It provides the Algars with future options such as developing a maple sugar operation, a bed and breakfast, or travel packages with other local tourism enterprises.

A major objective for the Algars is to provide a beneficial environmental and outdoor education experience for woodlot visitors, especially children. "We want to provide people with more fun, an active lifestyle, and a greater respect for the landscape."

His advice to other woodlot owners is to cut trails rather than cut blocks for fuelwood. "It makes your woodlot more accessible; you become more intimate with the woodlot, and you and your children can use the woodlot for active living, environmental education, and for outdoor recreation." They need about eight cords of fuelwood a year so Dave cuts about 8-10 cords of trails each year. As Dave's plans are to continue expanding the ski operation, his trail development efforts displaces expenditures (at least in time, gasoline, and effort) he would otherwise make on alternative fuels or cutting fuelwood.

The Situation:

It's May; its a mid-week evening; the snow has left the Highlands; the weather is generally wet. Some, but not the Algars, would call it dreary. It is typical spring weather in the Maritimes. Rosemary and Dave are sitting around the kitchen table wondering if there's anything they can do to improve their woodlot recreation planning and operations. They have enlisted your help. What advice would you give them.