

**What We Did  
and  
What We Have To Do**

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## INTRODUCTION

This paper describes the work of the Interpretation and Extension Division during 1977-8. It relates what has been done to what is currently being done and to what must be done.

## FORMAT

This document was derived from an extensive review of policy and strategy reports, policy papers and several papers prepared by Divisional officers.

These materials were organized in the following sections:

### What We Did

1. Goals and Accomplishments: These are the major results achieved on goals assigned to the Interpretation and Extension Division during 1977-78.
2. Additional Divisional Projects: This section contains additional significant projects currently being carried on by this Division and into 1978-79. Results from several of these projects were required to achieve the assigned goals.
3. Additional Divisional Tasks: These are the minor work packages undertaken by the Division during 1977-78. Not all have reached completion. Several are pieces of some larger project being planned for the future.

### What We Have To Do

1. Divisional Goals, 1978-79: These are the current, major goals for this Division.

WHAT WE DID

1. Goals and Accomplishments 1977-8

1. Develop a National Strategy for Interpretation and Extension, with guidelines to communicate required information and major messages to park visitors and potential park visitors before they arrive at National Parks. Contained in the National Strategy will be the public to be reached, the delivery systems that can be used, the objectives of the Service for the next five years and the major initiatives to be undertaken.

The strategy will also contain a model planning process which will integrate with a National Planning format now under development.

This project was intended to develop a system whereby park visitors could be informed about their park destination so they could prepare in advance. This would make their stay more enjoyable and interesting.

A National Information Plan structure was prepared, submitted and approved by P.M.C. The first draft of a headquarters Information Plan was also prepared in 1977-78.

The project will be carried into 1978-79 for implementation.

2. Develop a strategy for the planning of the National Park's centennial celebrations, stating clearly the objectives of the upcoming event.

Prepare a Centennial Program Plan for the National Parks System which sets objectives for the celebration, outlines its' scope and direction, and outlines a strategy for implementation. This is a Branch program which will be in three stages:

- 1) setting objectives
- 2) preparation of a concept and strategy
- 3) implementation of the strategy.

The plan will serve to communicate to Canadians the policy, objectives, history, resources, and ways of enjoying National Parks, through appropriate media to appropriate clients. This is a national campaign which will deliver messages on the heritage the parks represent while at the same time focus and improve the means of delivering those messages.

Planning for the National Parks Centennial is in an advanced state. Since the meeting of the task force in early 1977 several reports have been produced. In Phase I a "Preliminary Report on Resource Allocation" was prepared. Phase II consisted of a program plan for celebrating the Centennial of National Parks, identifying sample programs, resources and critical time paths. A set of program evaluation criteria is at present being developed for use in determining which capital projects in the Five Year Forecast qualify for inclusion in the Centennial plan.

3. Develop a volunteer program in the National Parks and produce a document providing appropriate materials to ensure a common level of understanding among regional and field staff.

The Interpretation section has carried on extensive liaison with legal services and Divisions to ensure the necessary policy legislation is developed for a complete National Park volunteer program. Such problems as working relationships, vehicle clearance and insurance for the volunteers were carefully weighed and appropriate authorizations developed.

Treasury Board approved the recommended approach for establishment of this program. A report recommending to each region the steps to be taken for implementation of the program has been produced.

Work is progressing towards implementation of the program throughout Parks Canada in 1978.

4. Develop a strategy for implementing a "co-operating association" in National Parks which will recommend: alternative approaches; associations; sources of funding; regional pilot projects.

A contract was developed through extensive consultation and received Treasury Board approval. The contract was let which will result in the establishment of the association.

This project will be implemented in 1978-80.

5. Develop a publications policy which will ensure that National Parks publications are planned and approved through a process which ensures visitor needs are met.

This project has been suspended for the time being and incorporated into the Headquarters Information Plan.

6. Develop a glossary of terms which will be used by senior management, planners, and interpretation and finance staff indicating the differences between visitor reception centres, park orientation centres and museums, what each should cost and the services which should be provided to accomplish National Parks' objectives.

The first draft on the Glossary of Terms has been completed and will be finalized in 1978-79.

7. Develop a policy, with guidelines, for the establishment of visitor reception - interpretation - orientation centres.

An outline for this policy paper was prepared in 1977-78 but the project did not reach completion. It was delayed by changes in the mandate of the Canadian Government Expositions Commission, and the need to negotiate a new agreement for the preparation of exhibits in National Parks.

This project will be pursued in 1978-79.

## 2. Additional Divisional Projects 19778

1. Develop a comprehensive work plan which will coordinate divisional efforts for 3 to 5 years in producing balanced well-defined interpretation, extension and cooperative activities programs.

A "Work Program Plan for the Interpretation and Extension Division" was produced in 1977-78 identifying goals for this division after the coming re-organization. Work packages are organized and listed under their general categories. Many year requirements and project completion dates to 1980 are stated and each necessary contributing division identified.

2. Develop guidelines and suggest example approaches to foster and guide the use of the multiplier effect in communicating National Park messages through other agencies.

Recognizing that in the face of an increasing demand for interpretation and information programs, there will be a diminishing capacity, in terms of many years, to carry out person to person contact using park staff, several multiplier strategies were developed for government and non-government agencies.

A study was contracted to Southam Business Publications Limited to provide additional approaches for multiplying messages through private industry. The contractor visited 4 mountain parks and compiled an inventory of all commercial establishments within and immediately adjacent to the parks. An assessment was made on the opportunities for communicating National Park messages within the townsites of Banff, Jasper and Field, and suggestions made on strategies for the advertising and promotion of Parks Canada policies and objectives. Companies which could play an active role in such a venture were identified and potential initiatives developed.

A report was drawn up in 1977-78 by our Interpretation section and a pilot program launched with small business in Banff National Park with \$10,000 in Capital funding from this Division. These funds were used to hire a project coordinator by contract and to provide maps and other resource materials for training, evaluation and program use.

This pilot project will now be used as a model for future multiplier programs throughout the National Parks system.

3. Establish national standards of performance to be met in delivering interpretation programs to park visitors.

A man-year and dollar standards report was developed based on data developed in cooperation with all Regions on visitor contact in relation to cost and benefits. A procedure for implementing these standards and then monitoring them to ensure they were meeting visitor and management requirements, was also worked on in 1977-78 by this Division. The quality of effort and achievements were the results of a 40 person task force comprised of park and regional officials.

At present a man-year and dollar standards document is being prepared for transmission to all responsibility centres in 1978-79. An outline of the work required to develop other types of standards (performance, production) has been compiled.

4. Develop and establish methods for evaluating the effectiveness of the Parks interpretation program in meeting visitor needs and expectations.

An objective setting process was developed and a short training session run by officers of this Division which has resulted in the development of objectives for Regional Office interpretive programs.

A manual of techniques and a guide to the "Evaluation of Interpretation and Extension Programs in the National Parks of Canada" have provided the key methods for evaluating the program.

Presently, methods for determining audience characteristics and accessibility are being studied by this Division in consultation with the Socio-economic Research Division.

5. Production of a checklist for interpretive planning which can be used as a training, planning and management tool.

An "Interpretive Planning Checklist" was completed in 1977-78 by this Division. This manual outlines how interpretation planning fits into National Park System Planning, what the planning stages are, who is responsible for each stage, the role and participation of other subactivities, what results are to be expected, who approves the plans, and what techniques can be used for analysis. It is designed for use in interpretive planning exercises to ensure all the important and necessary aspects are considered.

By using this checklist, a plan which can be both approved and implemented will be produced more easily and efficiently.

6. Develop a training program for interpreters in interpretive planning involving a planning simulation.

An interpretive training program was developed by officers of the Planning and Technical Development section and a session given in Jasper National Park in 1977. It was extremely successful, running for twelve days and involving interpreters from across Canada.

As a result 25 members of field staff are better prepared to plan toward results. During this session the "Interpretive Planning Checklist" developed in goal 5 was tested successfully in the planning simulation.



7. Examine the role of National Parks in relation to the broad field of Environmental Education and develop strategies through which the educational potential of National Parks may be developed and delivered to the formal educational community.

A paper on the educational role of National Parks was drafted by the Interpretation section for discussion with National Parks Management staff. This paper was well received when presented at the recent Chief's Meeting in Quebec City.

8. Produce a Parks Canada Soirée strategy paper to manage and coordinate a future soirée program.

A Parks Canada Soirée paper was produced in 1977-78 giving the background and issues of the program. The paper, "A Brief Strategy for Planning and Delivery", states clearly the objectives of the Soirée program, the target audience, program format and approaches, cost considerations and recommendations for the implementation of a revised Parks Canada Soirée program.

9. Develop new Park Awareness Guidelines and an information brochure for the Parks Awareness 78 program.

A set of guidelines for the Parks Awareness program was developed in 1977 outlining the procedures for those wishing to participate containing directions on the submission of proposals. These guidelines were distributed to the Regions.

A brochure was also developed and circulated to generate interest in the program.

3. Additional Divisional Tasks

1. History Themes Study: - Terms of reference were drawn up and a contract issued to define the major historical themes for the National Parks of Canada. Phase I of this contract, preparation of a general analysis of Canadian historical man-environment themes, was completed during 1977-78. Phase II, the preparation of a report showing application of the developed thematic system to Canada's 48 natural regions, and Phase III, the application of the system to one "Natural Area of Canadian Significance", will be completed in 1978-79.
  
2. Photo Essay, National Parks: - Terms of reference were drawn up, and a contract issued for the compilation of an inventory of historical photographs of Canadian National Parks.  
  
The collection is accompanied by captions and an historical photo-essay.  
  
Contract work was completed in 1977-78.
  
3. National Parks Maps-Standardization: The Division arranged with Energy, Mines and Resources to prepare base maps for each National Park. Up-to-date maps will be available and suitable for a wide variety of uses. The project evolved through discussions between a small task force at National Parks Headquarters and E.M.R.
  
4. L.P.R.T.'s - Technical Services: - A low power radio transmitter suitable for use in National Parks, and meeting the requirements of the Ministry of Communication and C.R.T.C., has been designed under contract with this Division. It is presently undergoing field tests in the Atlantic Region.  
  
The first draft of a "how to" manual has been developed for distribution to the Parks and Regional Offices explaining licencing and registration procedures, radio operation and techniques for the new 5 watt AM system.

Channels of liaison have been set up to facilitate the processing of new licences and renewal of those already existing in the system.

5. Use of Dramatics in Parks:

- Under contract with this Division, a report on the application of theatre and dramatics to park interpretation programmes was developed illustrating how both can be related to park services.

**WHAT WE HAVE TO DO**

## DIVISIONAL GOALS 1978-79

In developing goals for this Division, we attempted to include both interpretation and extension functions, even though the position of Extension Co-ordinator has not yet been staffed. Divisional goals for 1977-78 were designed to result in a product national in scope, offering direction to the rest of the program. We have indicated how future goals will interact with those of other divisions, in our "Work Package Plan" and in the Projected Co-operative Activities section.

One indication of our progress to date is the increase in public interest we have experienced through queries and requests. The establishment of related, specific program objectives and targets for Interpretation, Extension and Co-operative Activities at all levels of the Parks Canada Program, and a closer relationship between this Division and interpretation staff at all levels of the system, will be further indication of our progress.

### Goals

1. Develop policies and guidelines for National Park Interpretation Programs to include: publications, low power radio transmitters, trails, exhibits and visitor reception and interpretation centres.
2. Develop a comprehensive strategic policy for the National Park Extension program to include: publications, mass media, travelling exhibits and speakers program.
3. Develop a policy for the Co-operative Activities Program to include activities with; non-government organizations; the formal educational community; private industry; other government departments; and volunteers:
  - a) Develop criteria for the application of O&M resources identified in this policy.
  - b) Evaluate the policy to determine and recommend needed legislative requirements.
  - c) Develop guidelines for the implementation of these policies in such initiatives as: A National Park Co-operating Association; a Volunteer Program; Federal Department Bilateral Agreements; a Speakers' Bureau; and the Park Awareness Program.
4. Prepare statements of direction for Interpretation, Extension and Co-operative Activities for proposed parks north of 60°.
5. Develop criteria and rationale which will serve as a basis for resource allocation (capital, O&M and man-years) for programs of Interpretation, Extension and Co-operative Activities.
6. Prepare a policy paper on the educational role of National Parks which will be delivered by the ADM to the 1978-79 National Superintendent's Conference.
7. Develop criteria and guidelines for the planning of major events which extend National Park programs to national organizations and groups such as: the National Parks Centennial and the National Parks Today and Tomorrow Conference.
8. Develop and staff an internal training program for the Division.

9. Prepare a catalogue of organizations with stated mandates and target groups similar to those of Parks Canada to aid in the identification and development of Co-operative Activities and Extension Programs.