

Imagination, Innovation and Commitment

The Next Generation of Visitor Services and Operations at Maligne Lake



A Conceptual Proposal for
Responsible Experiential Enhancement at Maligne Lake

submitted to

Jasper National Park

by

Maligne Tours Ltd.

Maligne Lake is an authentic Canadian heritage destination which will be sustained as a pristine place offering the best heritage and adventure experiences in Canada.

- Maligne Tours New Vision

*The people of Maligne Tours:
Always remember that it is the setting,
the sanctity and sense of place of
Maligne Lake which drive visitor
experiences and interest.*

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Preamble

Maligne Tours Ltd. (MTL) has been a highly conscientious, active partner in the operation of visitor services at Maligne Lake since 1953. With such an enduring track record, in many ways the company and its valued employees are very much what Maligne Lake is really all about; they have become the day-to-day custodians and caretakers of one of Canada's most prized places. The company and its employees do not take this role lightly. They clearly understand how fortunate they are to work in such a rewarding place.

Also in countless ways, MTL has pro-actively set out to protect and nurture the site, while hosting Canadians from all walks of life and visitors from around the world. The company does so with a mind toward heritage preservation and celebration, delivering excellent experiences and being active on the sustainability through initiatives which the public would never see or hear about. With this proposal, the company unequivocally demonstrates that it has set out on a new path, one which is driven by a comprehensive strategy aimed at cultural and heritage preservation and celebration, experiential renewal and enhancement and sustainability and stewardship.

Mirroring Parks Canada's aspirations, MTL offers Canadians inspiring and authentic mountain park experiences and is intent upon continuously improving the quality of national park opportunities provided within the national park and increasing the already-high levels of visitor satisfaction. Park visitation is forecast by Parks Canada to increase as more Canadians reach out to establish deep personal connections that arise through personal experience of authentic, inspiring places; with such increases, companies like MTL can play an integral role in managing valued places and resources such as those found at Maligne Lake. The Agency has recognized that those connections by Canadians and others from around the world are the very basis for ensuring the enduring support for heritage conservation that is essential to sustain Canada's protected areas legacy into the future. With this in mind, MTL joins Parks Canada in:

- Making the sense of *welcome* an evident, recurring theme at each stage of a visitor's trip, including for example their arrival at Maligne Lake;
- Strengthening the sense of arrival at key, iconic points within the Park, such as at Maligne Lake;
- Increasing but managing the numbers of visitors to ensure the park remains relevant to a broad cross-section of Canadians while being retained as a pristine place;
- Understanding and using the Explorer Quotient (EQ) and other tools to connect visitors to experiences that are inspiring, aligned with their interests, and grounded in Jasper National Park's distinctive natural and cultural characteristics;
- The particular pursuit and welcoming of new Canadians, urban youth, families and less experienced park visitors;
- Providing new recreational opportunities and events and redeveloping existing opportunities that broaden the appeal of the park for priority visitor groups;
- Using new technology and other means to improve trip planning, offer programs for virtual visitors, and enhance opportunities for through-travellers; and

- Using other means of marketing and communications to enhance existing and build new relationships with partners to offer authentic, world-class visitor opportunities.

MTL also clearly recognizes, understands and supports the management objectives and key actions as expressed through the Jasper National Park Management Plan (2010) (JNPMP) and the associated Parks Canada's Implementation Strategy for the Maligne Area Concept. These relate to the provision of quality visitor experiences, acting with ecological integrity, working with cultural resources and profiling the World Heritage Site, managing growth and development, fostering open management and innovation, and strengthening Aboriginal relationships.

Please note MTL's perspective on each of the objectives of the Area Concept for the Maligne Valley Area as expressed within the JNPMP:

- Visitors are welcomed at three key nodes that showcase the defining elements and opportunities of the Maligne Valley: at Maligne Canyon, Medicine Lake, and Maligne Lake – *MTL prides itself as being the primary receptive agent, experience agent and caretaker at Maligne Lake.*
- Orientation and circulation are improved at the Maligne Lake hub – *building on its previous demonstrable actions, MTL has pro-actively sought professional independent third-party expertise and advice aimed at establishing a proper and functional design for all aspects of the handling of vehicles and people at Maligne Lake.*
- Nodes for Wilderness access are informative, current, and welcoming (e.g. trailheads for Jacques Lake, the Opal and Bald Hills, and Skyline Trails) – *MTL has been active and will enhance its role as an active partner in keeping these resources informative, current and welcoming.*
- Habitat needs and security requirements are met for harlequin ducks, caribou and grizzly bears – *building on its previous demonstrable actions, MTL has pro-actively sought professional independent third-party expertise and advice aimed at its role as an active partner in meeting the habitat needs and security requirements for wildlife, in close collaboration with Parks Canada.*
- Partners like Maligne Tours and other operators collaborate with Parks Canada to enrich visitor experiences in the Maligne Valley and ensure activities contribute to the area's high conservation values and wilderness character – *building on its previous demonstrable actions, MTL has pro-actively sought professional independent third-party expertise and advice in the creation of a new generation of in-demand, sustainable visitor experiences that are suitable and appropriate as part of the service offer at Maligne Lake.*

Please note MTL's perspective regarding each of the Related Key Actions in the Maligne Valley Area Concept:

1. Improve sense of arrival and orientation at the lower and upper ends of the Maligne Valley – *plans evident in this proposal will demonstrate MTL's sensibility and vision for arrival and orientation at all of its operational locations at Maligne Lake.*

2. Renew infrastructure at two locations: Medicine Lake and Maligne Lake; ensure planning for each node considers potential needs and opportunities for three types of visitor experience: “View from the Edge”, “Step into the Wild” and “Rocky Mountain Wilderness” – *plans evident in this proposal will demonstrate MTL’s ability to deliver on all three types of desired visitor experiences with particular new emphasis on imagination, innovation and commitment.*
3. Improve communication and interpretation about the Maligne Valley – *as already proven at the outset of this proposal process, MTL has adopted a new strategy for delivering clear and concise information to Parks Canada and to the media and general public concerning its intentions and actions.*
4. Collaborate with third parties, such as Maligne Tours, other tour operators and Hostelling International – *in collaboration with Parks Canada, MTL will pro-actively enhance its visibility and role in dealings and communications with tour operators and Hostelling International.*
5. Offer opportunities to learn about the unique characteristics of the valley: geology/karst system, human history, and sensitive species – *MTL has begun and will vigorously pursue the creation of one-of-a-kind experiences of the type and quality which drive contemporary tourism because they deepen the customer’s appreciation of the destination on a highly personal level through exposure to authentic cultural, historical, human and natural values and attributes.*
6. Create a storyline for interpretive media – *MTL has begun and will continue to enrich the content and contemporize the manner in which it delivers interpretation at Maligne Lake, always remembering that it is the setting, the sanctity and sense of place of Maligne Lake which drive visitor experiences and interest.*
7. Enhance the ability of visitors to connect with the area while maintaining or improving space and security for wildlife – *MTL has and will continue to collaboratively undertake and follow (with Parks Canada and other interests) well-researched best practices with regard to maintaining and improving space and security for wildlife.*
8. Maintain or improve areas where motorists can safely pull off the road to view wildlife
Explore ways to improve grizzly bear habitat security in the upper Maligne Valley – *MTL has and will continue to collaboratively contribute (with Parks Canada) toward ensuring visitor safety for wildlife viewing and exploring ways to improve grizzly bear habitat security within its theatre of operations.*

1. Executive Summary

Maligne Lake and the entire Maligne Valley are iconic symbols of the Canadian Rockies, recognized internationally, and are must-see attractions of Jasper National Park (JNP). At 22 km long and 97 m deep, Maligne Lake is the largest glacier-fed lake in the Canadian Rockies. The Maligne Valley encompasses essential mountain wilderness, home to grizzly bears and woodland caribou, while also offering facilities and services that provide visitors the opportunity to experience and connect with nature in ways they are most comfortable, whether a view from the edge or a step into the wilderness.

Maligne Tours Ltd. (MTL) has been operating and providing visitor services at Maligne Lake since 1953 with the company's current senior management experience at the site extending as far back as 1972. The company has done so in a manner that has served to protect the integrity of the site, noted as one of the six key area concepts of Jasper National Park, each of which has a distinct identity defined by its landscape, ecological characteristics, human history, and offers unique opportunities for visitor experiences.

Figure 1 – The Maligne Tours Ltd. Management Team



This is a proposal intent upon providing renewal at Maligne Lake, a proposal which aims to initiate a process for the generating of renewed interest in the destination at Maligne Lake, while respecting the JNP Management Plan and that plans experiential objectives of attracting urban youth, attracting New Canadians and other markets – all under the umbrella of preservation and stewardship.

Vision

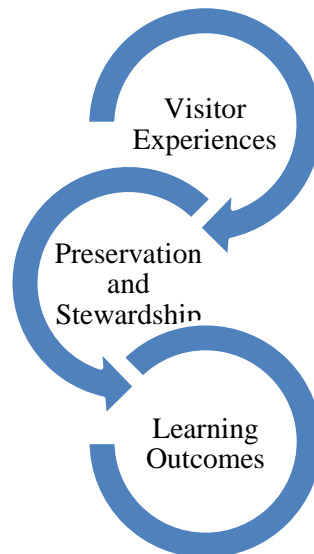
MTL's tourism development and delivery practices have, in many ways, been pro-active. The people at MTL have long understood and have acted upon the fact that the business they are in involves providing services to visitors in a sustainable and responsible manner. Many extremely positive things have happened under MTL's watch involving heritage preservation, experiential development and environmental stewardship. However, these things were not necessarily undertaken from within the framework of a cohesive plan. The leadership at MTL now recognizes that an in-depth strategic approach toward those aims is far more desirable than taking issues as they come on a day-to-day or month-to-month basis. MTL has therefore embarked on a new strategic approach to the manner in which it does business, highlighted by the fact that responsibility and sustainability are key elements of MTL's vision going forward from 2013. This new strategy articulates how MTL's vision and actions intersect and how they will occur only in alignment with the JNPMP.

To begin, the company's new vision focuses most on Maligne Lake itself – the destination upon which MTL's reason for being is predicated:

Maligne Lake is an authentic Canadian heritage destination which will be sustained as a pristine place offering the best heritage and adventure experiences in Canada.

The leadership at MTL are intent upon fulfilling this vision and in doing so, meeting the requirements of the 2010 JNP Management Plan's objectives involving Conservation, Visitor Experiences and Learning Outcomes.

Figure 2 – JNP Management Plan Experiential Objectives



This new vision and its accompanying strategy will articulate how MTL’s vision and actions intersect and how they will occur only in alignment with the JNPMP.

This proposal illustrates the various ways in which MTL is acting progressively and is demonstrating sustainable tourism leadership – within the community, in terms of economic development and job creation, environmentally, in terms of heritage and culture, in terms of preservation and as a good employer. For years, MTL has worked as a conscientious provider of visitor experiences and a wide range of services at Maligne Lake, involved minute-to-minute, hour-to-hour, day-to-day, week-to-week, catering to visitor needs, but also catering heavily to retention and enhancement of the site itself. MTL has managed Maligne Lake over the years for exactly what it is – a breathtaking icon that is to be cherished by all Canadians and by visitors from around the world. Whether it involves aquatic habitat, protection of and regard for wildlife, visitor safety or providing experiential value, MTL takes its various roles at Maligne Lake very, very seriously. In addition to illustrating the company’s past record, this proposal explains ways in which MTL is now in the throes of a new era of cultural and heritage preservation and celebration and experiential renewal and enhancement, all with a heightened focus on sustainability. MTL has approached the development of this proposal based on a series of guiding principles and tools.

Figure 3 – MTL’s Experiential Guiding Principles and Tools



The Research/Product/Marketing Continuum

The Research/Product/Marketing Continuum is a disciplined approach to tourism planning. Far too often, communities, tourism businesses and destination organizations leap from research to marketing without giving due consideration to product challenges and the reality that product – not marketing, is the origin of consumer demand. The Continuum illustrates how research leads to new or renewed products, which lead to unique selling propositions (or brands), which lead to the opportunity to execute effective marketing campaigns, which ultimately leads to generating consumer demand.

Appropriate and Suitable Development

MTL works in close collaboration with Parks Canada and other knowledgeable stakeholders in determining what serves as appropriate and suitable development for Maligne Lake.

Design Excellence

MTL intends that all of its physical environmental, spatial, technological and experiential renewal elements will be based on the principle of design excellence.

The 12 Essentials of Successful Travel Products

MTL's approach to product and experiential development is based on the Forerunner Creative and Tourism Strategies *12 Essentials* model. Targeted visitor outcomes are very much focused on creating enjoyment and an emotional reaction to the wonders of Maligne Lake and its cultural heritage. Strategically, MTL is using an experiential development model, the hallmarks of which have been adopted by visitor experience teams at both Banff and Jasper national parks.

Partnership Strategic Alignment

MTL is determined to work in close strategic alignment with Jasper National Park, Jasper Tourism, Travel Alberta and a host of other leadership organizations and partners.

Sound Management of the Environment

MTL's approach to environmental management and sustainability is explained in detail in proposal section 7.

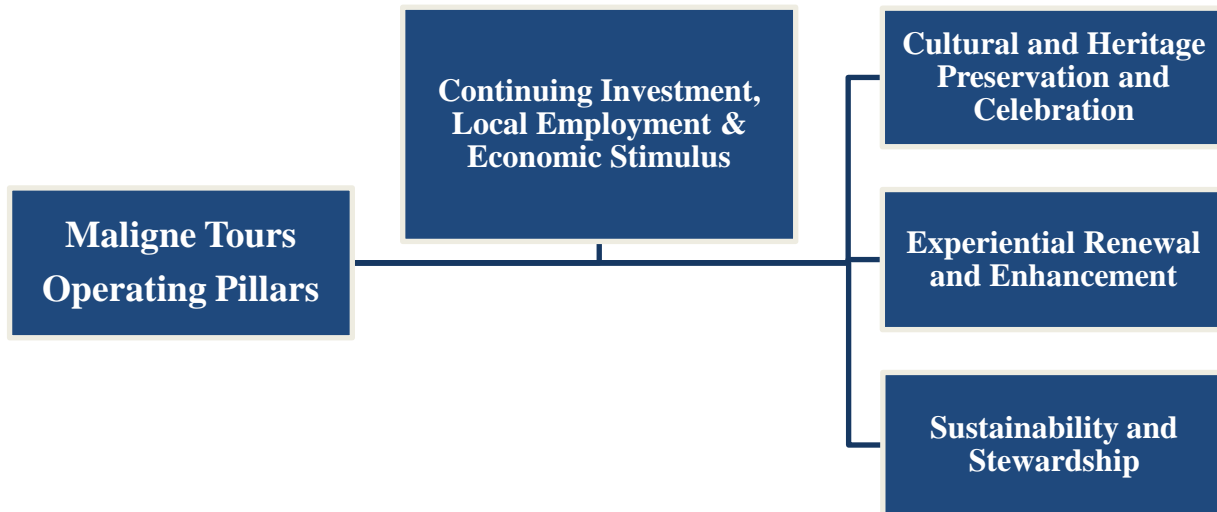
Giving Back to Jasper National Park

Together, MTL and the Best Western Jasper Inn have a remarkable record of 'giving back to Jasper National Park and are committed to the community of Jasper and the preservation the park of as exemplified by their fulfillment of numerous charitable commitments, including local, national and provincial charities.

Going even further, the company has, in consultation with a team of experiential tourism and sustainability experts, created a dynamic new matrix which in simple terms exhibits/illustrates the company's philosophies and operating thrusts going forward. Driven by their imagination, their ability to innovate and their in-depth commitment to the destination of Maligne Lake, the three pillars are: Cultural and Heritage Preservation and Celebration, Experiential Renewal and Enhancement and Sustainability and Stewardship. Only by living up to the obligations which accompany and support the three pillars, can the company justify proceeding to invest in

Maligne Lake, continue to hire locally, invest in training and link special skills to delivering experiences (e.g. hiring photographers to provide interpretation for the Spirit Island Through the Lens tour), all part of positive economic stimulus for the Jasper area.

Figure 4 – MTL Operating Pillars



Experiential Highlights

Sustaining visitor service operations at Maligne Lake depends greatly on the diversity of MTL’s service offer. One over-arching outcome from expanding the diversity of experiences is that visitors to Maligne Lake are left less to their own devices which in many cases could be described as ‘wandering around’. This proposal therefore includes a range of experiences designed to appeal to several key audiences, including those designed to market segments that are under-represented in the Jasper visitor base.



The highlights summarizing MTL’s experiential renewal plan proposals are:

- Thematic renewal of the Spirit Island Boat Cruise;
- The reviving of The Fisherman’s Special;
- Introduction of a low impact wildlife themed maze;

- Introduction of a new Voyageur canoe excursion;
- Introduction of Earth-caching;
- Introduction of ‘Maligne at the Box Office’;
- Introduction of Mary Schaffer Photographs;
- Introduction of The History of Wardens exhibit;
- Introduction of free twice-daily Wildlife in the Valley storytelling experiences;
- Introduction of Aboriginal-themed storytelling experiences which can be freestanding as ‘Aboriginal’ in nature or which can be inter-woven into various themed experiences such as the Voyageur canoe excursion, earth-caching, etc.;
- Introduction of a more true Maligne-thematic retail experience;
- Introduction of a more true Maligne-thematic food and beverage experience;
- Reviving of tent cabins;
- Introduction of themed heritage accommodations;
- Other to be determined through stakeholder engagement.

Reviving of Tent Cabins – Off License of Occupation

MTL is proposing to erect 15 tent cabins on the site of the original pods where tent cabins were historically situated, on the hillside below the historic-designated Maligne Lake Chalet. Each would have a maximum capacity of 2 guests. Washrooms and showers would be located in the existing adjacent Washhouse which has also been conditioned to a heritage motif matching that of the chalet. The washrooms include three toilets in the ladies, two in the men’s + one urinal and a total of five showers – three women’s and two men’s. The tent cabins have no capacity for cooking or fire pits, but will have electric power and propane for heating. Guest packages will include breakfast and dinner at the Maligne Lake Chalet.

Figure 5 – Proposed Tent Cabins



Themed Heritage Accommodations – Within Leasehold

Clearly the newest and most challenging aspect of renewal at Maligne Lake is also the primary purpose behind this proposal: the reviving of tent cabins on their original pods and the creation of a new combined day lodge/accommodations facility at the site of the existing Maligne Lake day lodge.

Before arriving at the inevitable debate over permitting or not permitting overnight accommodations at the site, it is important to understand the manner in which MTL views what is suitable and appropriate for Jasper National Park. Balancing the romance of the Canadian wilderness with the amenities of modern living, the visually distinctive rustic style architecture in the National Parks is an attractive building form closely associated with recreational areas in Canada. Rustic style architecture covers a wide range of structures and construction methods. From its romantic roots in the backwoods of Canada, the rustic style emerged as a building style in the National Parks soon after our first protected area, Banff National Park, was established in 1885.

Figure 6 – Canadian Rockies Rustic Style Design



The rustic style's roots stem from the simple log buildings constructed by trappers, railway workers and prospectors. Often reminiscent of the log structures of early settlers, the Rustic style was an appropriate style sympathetic to the wilderness setting of the National Parks remote environment. In Canada, Rustic style log bathhouses and CPR stations at Banff were first constructed between 1886 and 1888. George Stewart, the park's first superintendent, introduced the rustic style to Banff, which he thought most appropriate for the natural surroundings. In time, this style was adopted by the National Parks system in order to project a distinctive image associated with new parks.

Further, it is important to note that MTL has focused on protecting and nurturing Maligne Lake's physical assets; initiatives have been approached with sustainability, integrity and with heritage in mind. Two key examples include a dynamic solar-powered sewage treatment system at the Spirit Island viewing site (see proposal section 7) and the restoration of Maligne Lake Chalet,

often referred to as Brewster Chalet in honour of Jasper pioneer Colonel Fred Brewster who built the original in 1927.

Figure 7 – MTL’s Restored Maligne Lake Chalet



It is difficult to argue against the fact that the existing day lodge at Maligne Lake has to be replaced. Increasingly, this building poses a long list of operational and guest satisfaction challenges:

- No clear sense of receptiveness or arrival from the parking lot to the building;
- No clear sense of receptiveness or arrival once at or inside the building;

- Deficiencies in overall site way-finding involving the movement and control over guests at the site, including signage and walking paths;
- Deficiencies in some aspects of comfort (e.g. outdoor seating);
- The building's design, atmosphere and sense of place has no connection whatsoever to mountain park heritage;
- Woefully inadequate public washroom space;
- A crushed retail space;
- An unsophisticated cafeteria-style food and beverage service operation which does not speak to current customer demand; and
- Generally, the over-arching sense that the lodge is a tourist trap versus a place of significance.

The proposed Maligne Lake Lodge can have true and real significance from the day it is opened. MTL knows that the facade, architectural features and general construction of the Maligne Lake Lodge should have the distinctive qualities and ambience in keeping with the traditional way of life of the area. Recalling that one of the company's experiential guiding principles focuses on 'design excellence', it is clear that design will drive the success of this future establishment.

What has typically been witnessed over the past decades, both domestically and internationally, has been a continuous growth of heritage accommodation, particularly those that have involved the transition of historic buildings into tourist accommodation. Of course at Maligne Lake, every heritage building which could be transitioned has been transitioned (e.g. Maligne Lake Chalet and Curly Phillips Boat House). So this leaves the option and challenge of *creating* a heritage accommodation concept within a new structure. Or as described in a Thailand study on the demand for heritage accommodation, there are two approaches: either *Converted Heritage Accommodation* or *Created Heritage Accommodation*, the latter being the option at Maligne Lake.

MTL believes that tourists do not want their heritage experience or sensibility to stop at the attraction or museum or historic place door. They are seeking cultural and heritage differences while traveling in culture, art, traditions, customs, beliefs and architectural styles, with the latter having become an important element of discovering process for cultural distinctiveness. Created Heritage Accommodation refers to an accommodation that is re-created from the original model of heritage or an accommodation that is newly designed, converted or created using heritage or cultural theme to represent the historical character or aesthetic quality of locally associated architecture. Because Created Heritage Accommodation already has values beyond predictable accommodation, then such a property could have high potential to gain cultural significance in the future owing to its characteristic and fabric, which shows uniqueness, traditional style or cultural characters that are important to the mountain parks setting. MTL's vision for Created Heritage Accommodation is as a place to have cultural experience, as a place with richness in culture, as a place as part of society and as a place with architectural beauty. Maligne Lake Lodge, if designed properly, can thus represent aesthetic, cultural and social values of the local culture in the same way as other historic buildings.

‘9-5 Tourism’ or a True Rocky Mountains Backcountry Experience

MTL respectfully submits to JNP and interested stakeholders that fulfilling the essence of the visitor experience philosophy (*Always remember that it is the setting, the sanctity and sense of place of Maligne Lake which drive visitor experiences*) cannot logically be achieved within what has become – figuratively speaking – a 9-5experience.

The missing piece of the Maligne Lake ‘daily operational clock’ and the site’s experiential equation – on balance of ensuring wildlife protection and respecting the overall sense of place of the site – involves those experiences which occur during the rest of a day at Maligne Lake. Without question, the following multi-sensory, tangible experiences provide a highly beneficial transition – and higher appreciation for Maligne – compared with those occurring during the full-fledged operational times of day when volumes of visitors are present at the site. It is clear that Maligne Lake as a true backcountry experience is nearly unattainable during daytime hours when throngs visit the site. A more honest and true backcountry experience *is* attainable as a controlled overnight experience, highlighted by the following attributes:

- Silence and listening;
- Dusk and Sunset;
- Dark sky;
- Sunrise;
- Morning mist;
- Landscapes shifting with light;
- Water’s changing mood;
- Fresh, cool evening air;
- Rest and relaxation;
- Rewarding episodes of sleep; and
- Appreciating the enormity of nature and life.

MTL respectfully submits that the foregoing can only be experienced by visitors through the creation of a rustic-style, suitable overnight lodge.

Figure 8 – Example of Suggested Lodge Architectural Style

(Actual design under development)



Figure 9 – Example of Suggested Lodge Architectural Style
(Actual design under development)



MTL’s Proposals and the Need for Public Engagement

In response to the foregoing correspondence and other ongoing dialogue with JNP personnel, MTL fully appreciates that it is technically required by Parks Canada and morally obligated to Canadians to prepare and implement a public engagement strategy. This strategy contains an identification of the approach that MTL proposes in support of advancing the conceptual proposal for consideration by Parks Canada. Already having been initiated on several fronts (much of it in close-in dialogue with Parks Canada senior management), the strategy sets the stage for the submission and public review of a more complex plan – the detailed proposal – which would follow Parks Canada’s acceptance of the conceptual proposal.

Strategy Context

The MTL public engagement plan focuses on communicating change in five key areas:

1. Inter-active experiential enhancement and enrichment;
2. Heritage preservation;
3. Stewardship;
4. The reviving of tent cabins; and
5. The introduction of roofed accommodations as part of a renewed Maligne Lake Lodge.

These elements are proposed only inasmuch as they support and/or adhere to the aspirations of Parks Canada nationally in terms of enriching experiences for Canadians and/or the 2010 JNP Management Plan.

The company’s plans have been and will continue to be made available to interested individuals, Aboriginal communities, the public and stakeholder groups and media.

Development and implementation of the strategy needs to occur in consideration of the diverse interests of stakeholders, including:

- The experts in various fields – environmental, experiential, etc. – who staff key planning and analysis positions at JNP;
- Jasper and area entrepreneurs and business associations/organizations who would welcome positive economic development at Maligne Lake;
- Individuals and associations/organizations who or which are philosophically opposed to development with JNP;
- Individuals and associations/organizations who or which are open to ideas involving experiential and product development within JNP on certain provisos (e.g. suitability of proposed experiences, assured wildlife management, sound environmental practices, etc.);
- Canadians who seek to enjoy JNP in all of its variable forms.

Establishing Trust

General public fatigue and mistrust with engagement programs have emerged as clear-cut factors adversely affecting receptiveness to engagement. MTL has, since the outset of this engagement process, taken the stance that it will only engage in straight forward and factual communication – with a key word being transparency. The approach to engagement, therefore, needs to be seen as professional, with accessible and understandable information, must demonstrate openness and open-mindedness, must permit the respectful sharing of perspectives and knowledge and must provide reasonable timelines for review and comment.

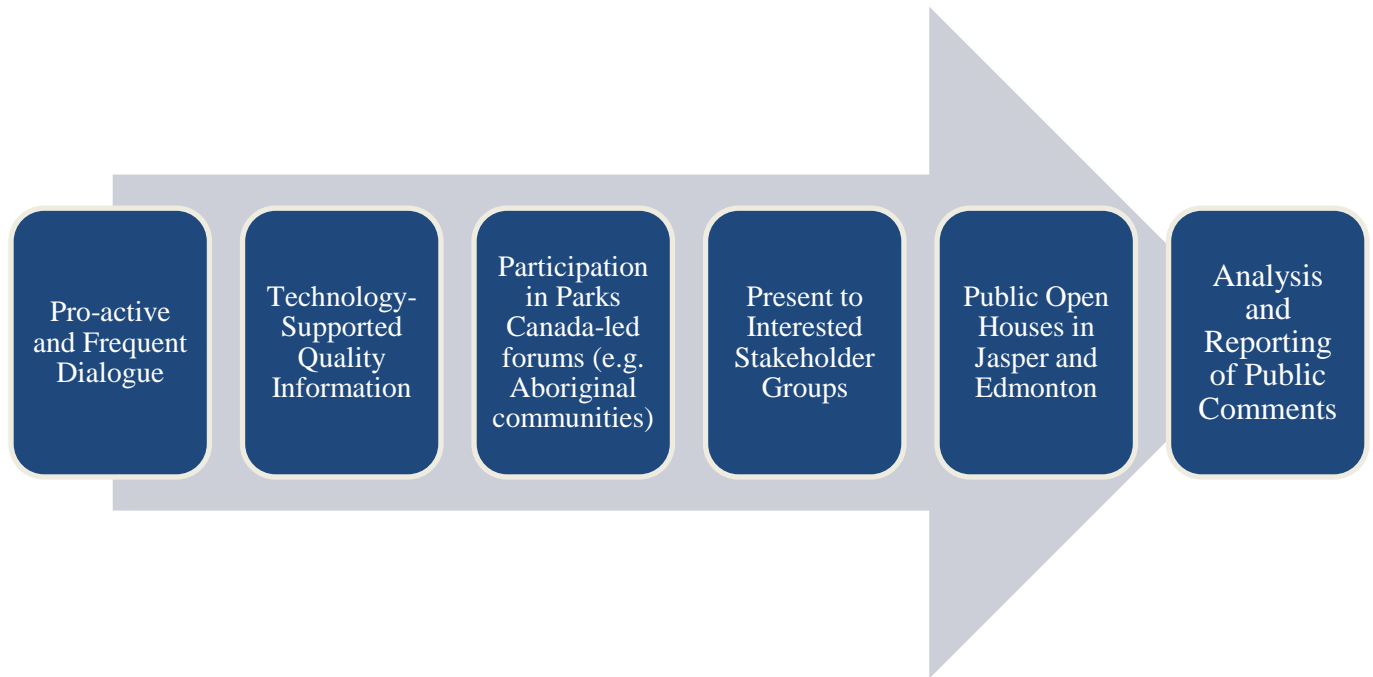
MTL recognizes that some aspects of the proposals being forward may be precedent-setting and of high profile. This places extraordinary responsibility on the company to ensure it is correct in its assumptions concerning what Canadians wish experience at Maligne Lake and correct in its calculations concerning nature and the environment. With these responsibilities in mind, MTL has engaged the services of several independent firms having expertise in such areas as: Parks Canada properties and associated management plans; Parks Canada visitor experience teams and their goals and mandates; in-demand experiential development; communications; and environment management and planning.

The public and media have been and are highly inquisitive about the various stages or phases of planning processes within JNP. This engagement strategy has and will continue to build understanding about the planning processes of Parks Canada as related to travel-related companies such as MTL. The strategy continues to emphasize that this remains as a conceptual versus a detailed proposal, the latter of which will demand a high degree of rigour and will demand an intensive engagement strategy all on its own.

Although the current experiential renewal initiative has and will continue to place the company in the public eye, MTL has for other reasons and for many years been highly visible and active in terms of public exposure and engagement. The company knows first-hand (and is known on a personal level) virtually all of the key community, tourism and environmental interests of Jasper and Alberta.

Following on the company’s ongoing interaction with community, tourism and environmental interests in Jasper and Alberta, MTL sees the current renewal process as a continuance of their commitment toward straight forward and simple engagement, as illustrated through Figure 4).

Figure 10 – MTL Public Engagement Process Model



Pro-active and Frequent Dialogue

Methodologies: News releases, MTL web site, one-on-one dialogue, invited group conversations, one-on-one media.

Technology-Supported Quality Information

Methodologies: MTL and Parks Canada web sites, posting Power-Point presentations, reports, images, data, Facebook and blogs.

Participation in Parks Canada-led Forums

Methodologies: Following Parks Canada’s lead, be prepared to provide documentation and speak to issues.

Present to Interested Stakeholder Groups

Methodologies: Prepare and present proposal process information and content – prepare and distribute high level record of proceedings – respond to ideas and wherever possible, critique.

Public Open Houses in Jasper and Edmonton

Methodologies: Prepare and present proposal content – respond to ideas and wherever possible, critique.

Analysis and Reporting of Public Comments

Methodologies: Complete an analysis of public comments, summary report and submission to Parks Canada for their information and use to support decision-making

In keeping with the foregoing and subject to Parks Canada's input and direction, MTL has in part and intends to continue with the following primary communication vehicles for public consultation:

- A preliminary Maligne Lake Stakeholders' Conversation (completed September 12, 2013) involving invited individuals and organizations having direct concerns and interests in the future of Maligne Lake, with the primary topic being the process underway between MTL and Parks Canada; follow-up Maligne Lake Segmented Stakeholder Conversations (completed October 2-3, 2013) involving invited individuals from the Jasper Environmental Association, Jasper area interpretive guides, Tourism Jasper, Jasper area hoteliers, etc.; participation in Parks Canada-led forums, such as with Aboriginal communities; preparedness to continue providing information to individual stakeholder groups, potentially including: the Association for Mountain Parks Protection and Enjoyment (AMPPE), Canadian Parks & Wilderness Society (CPAWS), Jasper Environmental Association; and other to be determined in consultation with Parks Canada.

Stewardship

MTL takes a broad view of sustainability, recognizing that long-term sustainability requires not only environmental stewardship but social and cultural integrity and economic prosperity as well. The continued appeal of Maligne Lake as a must-see destination in Jasper National Park and the Canadian Rockies depends on the preservation of its natural and heritage assets, and the provision of high quality visitor amenities and services that encourage safe and fulfilling use and enjoyment of these assets. The ongoing stewardship of these assets and delivery of unique, authentic, and memorable visitor experiences depends on a strengthened and sustained revenue base. This proposal contains a number of extensive key chapters focusing on stewardship, including:

- Environmental Setting
- MTL's Sustainability Priorities
- Strategy Elements
- Sustainable Building
- Sustainable Building at MTL
- Power Generation
- Waste Management
- Dark Sky Preservation
- Wildlife Stewardship
- Heritage Conservation
- Public Safety

2. Introduction

2.1 Maligne Lake – A History

In the decade commencing in 1920, a handful of outfitters initiated the practice of guiding visitors to Maligne Lake via packtrain. In 1927 Curly Phillips permanently established himself at Maligne Lake by building a boathouse, and later, in 1931, the tent camp to accommodate his guests. Subsequent to his death this business became known as Rainbow Tours. In 1925, Fred Brewster and the CNR Hotel Division jointly applied for and received permission to build a log chalet at Maligne Lake. This business became known as Fred Brewster's Rocky Mountain Camp at Maligne Lake. Both of these camps received annual permits from Parks allowing them to occupy the sites for a rental of \$10.00 per annum.

When increased automobile use caused a decline in the trail business, both Brewster and Rainbow Tours shifted their services to suit. Brewster put the first car on the road in 1941 and by 1946 Rainbow Tours was also granted a licence.

In 1956 a total of 3,350,000 people visited Canada's National Parks – there were just eighteen of them then. By 1964 that number had risen to 6,000,000. For its part Jasper experienced similar & dramatic increases in visitation with annual upturns as high as 33%. These combined factors led Parks Canada to embark on some long range planning.

The development of the loop road from Jasper via Maligne Lake and south to rejoin the Banff-Jasper Highway at the Mile 45 Warden Station was expected to have a marked effect on the number of visitors to the Maligne Lake area. Hence in 1963, the National Parks Branch, Department of Northern Affairs and Natural Resources, requested the Development Engineering Branch, Department of Public Works to undertake a study for the development of Maligne Lake in Jasper National Park.

The ambitious Master Development Plan detailed the advancement of a marina, a campground, three motels, interpretive structures, a restaurant, tour boat facilities and the supporting infrastructure of picnic sites, trails, viewing areas, parking lots, a sewage lagoon and water supply system. Both Rainbow Tours the Brewster Camp received commitments from Parks Canada that they would be given the opportunity of providing the required facilities at Maligne Lake.

The parking lots and picnic sites, along with the sewage lagoon and water reservoir and distribution services were indeed constructed along with the road by Parks Canada. However at a September meeting held in Ottawa in 1968 it was decided that the phasing of the plan would be altered. Jasper Superintendent Williamson was tasked with the responsibility of informing both concessionaires that the Maligne Lake area would initially be developed as a day use area and that it would be at least five or possibly ten years before tender would be issued for the construction of motels. (registered letter to Ken Lucas, General Manager, Fred Brewster's Rocky Mountain Camps from D. Williamson, Superintendent, Jasper National Park).

This action created a severe loss of revenue for both businesses and by 1970 Fred Brewster's Rocky Mountain Camps was forced to sell out to Maligne Tours.

In 1977, a newly re-organized Maligne Tours completed the construction of the Day Use building following the design set out within the Master Development Plan and began early on to talk about the need for overnight accommodations at the site.

2.2 Maligne Tours Ltd.

Maligne Tours Ltd. (MTL) has been operating and providing visitor services at Maligne Lake since 1953 with the company's current senior management experience at the site extending as far back as 1972. The company has done so in such a manner that has served to protect the integrity of the site, noted as one of the six key area concepts of Jasper National Park, each of which has a distinct identity defined by its landscape, ecological characteristics, human history, and offers unique opportunities for visitor experience.

Maligne Lake and the entire Maligne Valley are iconic symbols of the Canadian Rockies, recognized internationally, and are must-see attractions of Jasper National Park. At 22 km long and 97 m deep, Maligne Lake is the largest glacier-fed lake in the Canadian Rockies. The Maligne Valley encompasses essential mountain wilderness, home to grizzly bears and woodland caribou, while also offering facilities and services that provide visitors the opportunity to experience and connect with nature in ways they are most comfortable, whether a view from the edge or a step into the wilderness.

It is understood by MTL that Parks Canada will launch a public engagement process for the Maligne Valley. The planning process will focus on commitments in the approved Jasper National Park Management Plan (JNPMP) for enhancing visitor experience and achieving conservation goals. During this planning process by Parks Canada, MTL will bring forward a concept proposal that outlines all of the company's redevelopment aspirations, including their plans to enhance visitor experiences and connections with the iconic Maligne Lake landscape, improved communication and interpretation about the Maligne Valley and enhanced stewardship potential, as discussed in the current JNPMP.

2.3 A New Era at MTL

This proposal illustrates the various ways in which MTL is acting in a progressive, collaborative manner and is demonstrating sustainable tourism leadership – within the community, in terms of economic development, environmentally, in terms of heritage and culture, in terms of preservation and as a good employer. For years, MTL has worked as a conscientious provider of visitor experiences and a wide range of services at Maligne Lake, involved minute-to-minute, hour-to-hour, day-to-day, week-to-week, catering to visitor needs, but also catering heavily to retention and enhancement of the site itself. The people at MTL have managed affairs Maligne Lake over the years with utmost regard for exactly what Maligne Lake is – a cherished place that is to be sustained for all Canadians and by visitors from around the world. Whether it involves

aquatic habitat, protection of and regard for wildlife, visitor safety or providing experiential value, the people at MTL take their various roles at Maligne Lake very seriously.

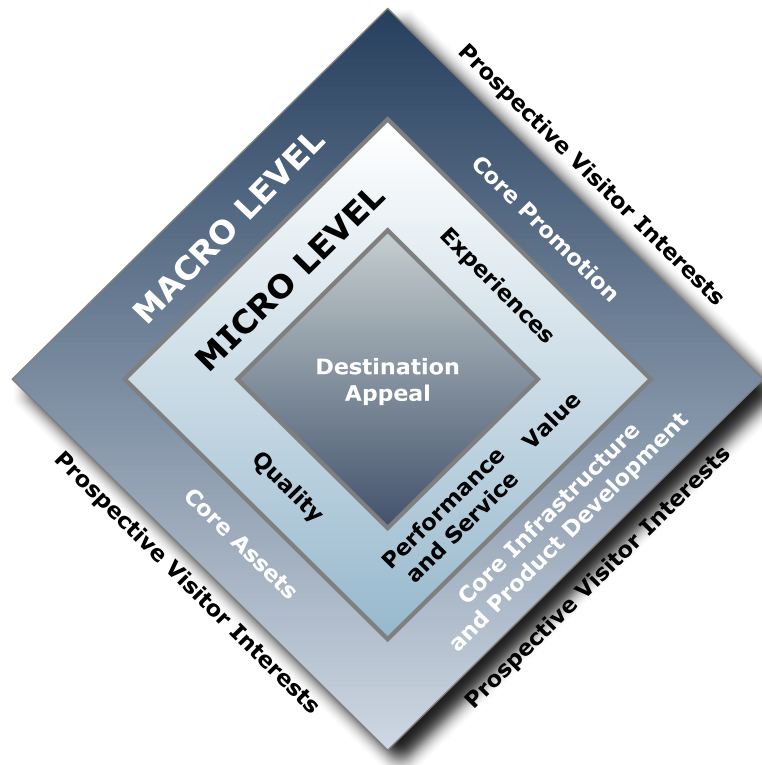


In addition to illustrating the company's past record, this proposal explains ways in which MTL is now in the throes of a new era of cultural and heritage preservation, and experiential renewal and enhancement, all with a heightened focus on sustainability and environmental stewardship.

Macro and Micro Tourism

What happens at the hand of MTL at Maligne Lake very much determines how consumers view and regard Jasper National Park and travel to Alberta. As a *Micro* destination, Maligne Lake can have a negative or positive contributing effect on Alberta tourism and Jasper in general, depending on the quality and appeal of services, experiences and products being delivered. *Macro* and *micro* are two concepts that define tourism strategic planning, extending beyond economic principles. *Macro* represents the overarching factors influencing a destination's overall capacity, competitiveness, appeal and growth/prosperity – essentially led in Alberta by Travel Alberta representing the *Macro* context of tourism – which is the table setting, so to speak. The *Micro* context, meanwhile, represents the overarching factors influencing individual capacity, competitiveness, appeal and growth/prosperity – essentially the actions of individual tourism operators and their individual experiences, quality, performance and service and value offered; in this case Maligne Lake and/or MTL's service offers representing the substance.

Figure 1 – Macro and Micro Tourism Model



2.4 Vision

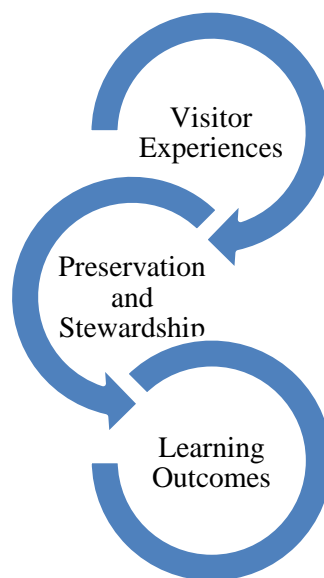
MTL's tourism development and delivery practices have, in many ways, been pro-active and exemplary. The people at MTL have long understood and have acted upon the fact that the business they are in involves providing services to visitors in a sustainable and responsible manner. Many extremely positive things have happened under MTL's watch involving heritage preservation, experiential development and environmental stewardship. However, these things were not necessarily undertaken from within the framework of a cohesive plan. The people at MTL now recognize that an in-depth strategic approach toward those aims is far more desirable than taking issues as they come on a day-to-day or month-to-month basis. MTL has therefore embarked on a new strategic approach to the manner in which it does business, highlighted by the fact that responsibility and sustainability are key elements of MTL's vision going forward from 2013. This new strategy articulates how MTL's vision and actions intersect and how they will occur only in alignment with the JNPMP.

To begin, the company's new vision focuses most on Maligne Lake itself – the destination upon which MTL's reason for being is predicated:

Maligne Lake is an authentic Canadian heritage destination which will be sustained as a pristine place offering the best heritage and adventure experiences in Canada.

The leadership at MTL are intent upon fulfilling this vision, in addition to meeting the requirements of the 2010 JNPMP's objectives involving Conservation, Visitor Experiences and Learning Outcomes.

Figure 2 – JNP Management Plan Experiential Objectives



2.5 The Leadership at MTL

So just who are the people at MTL?

Operating at Maligne Lake since 1953, MTL's leadership and ownership structure changed over the early decades. However, the site has enjoyed a remarkable period of continuity as the company has operated under the leadership of General Manager Pat Crowley since 1980.



Pat’s career at Maligne is really predicted on one thing – the mountains have been a lure for as long as she can remember. She left her home in Ontario in 1971 to spend a winter skiing in the Rockies. That summer, she was hired to pilot a boat at Maligne Lake and following on that opportunity, she never wanted to be anyplace else. Looking for career advancement, she transitioned to Calgary where she became a pilot, which led her to Whitehorse where she helped the federal department of fisheries conduct field studies of salmon populations in the Yukon. When Maligne Tours was being reorganized in 1980, she became a shareholder and has remained at Maligne ever since.

“We are the custodians of something precious & significant. We need to behave accordingly in everything we do. That should be our primary objective.”

- Pat Crowley, General Manager, MTL

Beyond the scope of her busy managerial role at MTL, Pat's additional, mostly community-based activities have included:

- Member of the Board of Directors, Jasper Chamber of Commerce;
- Former member of the Jasper Townsite Committee – an elected position
- Attended the 1993 Whistler School for Business & the Arts – Employee Housing in Resort Communities, Mountain Resort Design & Development conference;
- Founding Director of AMPPE (Association for Mountain Parks Protection & Enjoyment);
- Member of the Working Committee for the 2010 Jasper Municipal Sustainability Plan;
- Member of the Board of Directors Marmot Basin;
- Member of the Board of Directors Jasper Tramway; and
- Other too numerous to mention.

Under Pat Crowley's leadership, the team at Maligne Lake consists of highly trained individuals engaged in the fields of receptive service management, outdoor adventure management, marine transport management, facilities and ecological management, foodservice management, retail management and all related forms of line functions.



Dianne Scott (Assistant General Manager) - Dianne Scott has been with Maligne Tours since 2001 when she joined us from the Best Western Jasper Inn and Suites. She originally hails from Ottawa, Ontario but, like many other Ontario transplants, she found Jasper too beautiful to leave. She has called Jasper home since the 1970s. Although the bulk of her career has been in tourism,

many people don't know that Dianne started out in early childhood education. She has a knack for entertaining children. At Maligne Lake, Dianne is the nerve centre of the operation. She handles all tour bookings and is generally the go-to person.



Floyd Coleman (Operations Manager) - A true Jasperite, Floyd Coleman is absolutely indispensable to MTL. Floyd is a perfectionist as evidenced by the historic Maligne Lake Chalet. Originally built in the 1920s by Fred Brewster, it had fallen into disrepair and was taken over by MTL. In the time leading up to its 2011 grand reopening, Floyd was largely responsible for dutifully restoring the chalet to its former glory. He was also responsible for restoring Maligne Lake's original tour boat, the Leah. Floyd restored it as well. Mindful of the company's role in stewardship, he was also responsible for visioning, planning and executing the installation of solar-powered waste-treatment facilities at the Spirit Island docking site.



Christian Morais (Chief Mechanic) - Chief Mechanic Christian Morais is a native of the Saguenay Region of Quebec and is often referred to as the busiest guy at Maligne Lake. As a millwright and an accomplished welder, Christian's main duties have to do with maintaining the fleet of seven tour boats and providing professional maintenance throughout MTL's physical operations.



Chad Day (Carpenter/Maintenance) - Very much a Renaissance man, Chad is known by his peers as being able to do a little bit of everything at Maligne Lake. He first began the Lake in 2009 as a carpenter and was instrumental in readying the historic Maligne Lake Chalet for its grand reopening. Although still primarily focused on carpentry, Chad's duties have expanded over time since he has shown talent in many areas, including boat mechanics and employing his captain's certificate to man the Spirit Island Boat Cruise.



Thomas Bergeron (Mechanic's Aide) – In 2013, Thomas completed his first full season as an aide to Chief Mechanic Christian Morais. Originally, Thomas worked for Maligne Tours in the kitchen and spent many years there as sous chef -- his soups described as being out of this world. His focus going forward will be to join Christian in ushering in the overhauled fleet of Spirit Island Boat Cruises vessels and their more complex, state-of-the-art low emission engines.



Sean Walker (Chef/Kitchen Manager) - Chef Sean Walker came to Maligne Lake in 1996 as a baker as part of a work term through Georgian College, eventually earning his Red Seal certification. In addition to meeting the daily culinary demands of thousands of Maligne Lake visitors every day, Sean is also responsible for epicurean feasts which have become associated with MTL's afternoon teas and event-based catering at the restored Maligne Lake Chalet.



Jacques Gauthier - New to Maligne Lake but no stranger to the Maligne Lake family, as sous chef, Jacques has created amazing dishes this summer and guests couldn't be happier. (Who knew that cheeseburger soup was going to be such a hit? Jacques did.) He just has a special talent for knowing what will work. If you are looking for Jacques at the lake, you will very likely find him in front of the stove. He never stops cooking; he rarely takes a lunch break. But despite standing on his feet all day and working at a sometimes fevered pitch, he will always say that he is just so very happy to be at Maligne Lake.



Jean Francois Bussieres (Boat Staff and Boathouse Manager) - A life working in the insurance industry wasn't enough to keep Jean Francois (JF) in his native Quebec. In his early thirties, JF took a degree in outdoor education and headed west to Maligne Lake as part of his school practicum. At the time he spoke very little English but throughout the course of his first summer as a ship's captain/interpretive guide, his English vocabulary grew exponentially and he's now completely fluent and rather articulate. (Through his off season travels he has also picked up Spanish). In 2008, JF became boat staff manager and in 2012 he added boathouse manager to his portfolio. He manages a staff of 25 who very much appreciate his passion for life. If he's not at Maligne Lake he can generally be found paddling his river canoe or, in winter, managing his ski rental shop. With Maligne Lake and his ski shop, he has built himself a rather lovely life.



Michelle Booth-Uyeda (Chief Trainer and Experiential Expert) - Like so many other boat staff, Michelle (Mimi as she is known by co-workers) comes from Ontario; the Niagara area to be exact. This was another case of "I'm just going to spend one summer in Jasper" and that was in 1994. There was something about Jasper that she didn't want to leave. Michelle began at Maligne Lake as a ship's captain/tour guide in 1996 and by 2003 had become the Boat Staff Manager and Trainer. In 2008 a wonderful change in her life in the form of a sweet baby girl caused her to step back and give up her managership but she still takes great

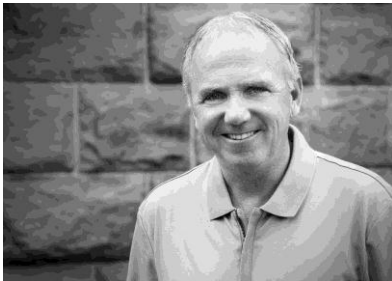
pride in training all the new boat staff and assisting present manager JF. Around Maligne Lake she is known as Mother Mimi because of the motherly advice and care she gives to her staff. When she is teaching (either staff or guests on a cruise) she is in her element. Traveling is one of her great loves. She and her husband have been favouring Latin countries in an attempt to learn Spanish. If her daughter inherits her love of travel and culture, she will be very pleased.

MTL's training investment relates to senior management individuals, but is highly attuned to the annual *Legends and Connections* program it offers to seasonal staff. *Legends and Connections* is highlighted by:

- Exposure to key messages from senior management;
- Exposure to facilities and activities;
- Exposure to details and logistics;
- Exposure to resource kits.

2.6 The Consultants to MTL

MTL has engaged the services of several firms in developing ideas and strategies for enriching experiences, heritage preservation and environmental stewardship practices at Maligne Lake.



FORERUNNER



Vision Becomes Reality

Harvey Sawler/Forerunner Creative and Tourism Strategies – Through his tourism consultancy, Harvey Sawler has repeatedly demonstrated that great travel experiences are not accidental - they are the result of a science - a series of formulas, processes and best practices which are just as important as in the retail sector or any other part of a modern economy. Forerunner functions like a laboratory, partnering with other creative talents such as Celesa Horvath and Celes Davar in creating sound strategies for clients across Canada.



Celes Davar/Earth Rhythms – Experiential tourism is defined as "...creating experiences that engage visitors in a series of memorable activities, revealed over a period of time, that are inherently personal, engage the senses, and makes connections on an emotional, physical, spiritual, or intellectual level." Such is the perspective of Celes Davar who has been engaged by MTL to assist company personnel in experiential renewal and creating new experiences at Maligne Lake.



Celesa Horvath/Ventus Development Services – ‘Development’ is change by design. As human knowledge advances, so does the potential to improve development outcomes for present and future stakeholders. Realizing this potential is Celesa Horvath’s business focus. She and her firm assist individuals, businesses, communities and governments to design and implement policies, plans and practices that improve development outcomes. They also design and implement learning and communication resources that improve accessibility and interpretation of information relating to development decisions.

2.7 MTL Guiding Principles and Tools

MTL has approached the development of this proposal based on a series of guiding principles and tools, as illustrated in Figures 3-6.

Figure 3 – MTL’s Experiential Guiding Principles and Tools



The Research/Product/Marketing Continuum

The Research/Product/Marketing Continuum is a disciplined approach to tourism planning. Far too often, communities, tourism businesses and destination organizations leap from research to marketing without giving due consideration to product challenges and the reality that product – not marketing, is the origin of consumer demand. The Continuum illustrates how research leads to new or renewed products, which lead to unique selling propositions (or brands), which lead to the opportunity to execute effective marketing campaigns, which ultimately leads to generating consumer demand.

Figure 4 – The Research/Product/Marketing Continuum



MTL has been involved in numerous research endeavours over the years, often linked to their leasehold responsibilities, but just as often involving pro-active pursuits, such as: how to erect and install a solar-powered isolated secondary enhanced treatment plant at the dock site overlooking Spirit Island; preparing for an underground electrical transmission project; investigating what type of engines are needed to propel the Spirit Island cruise fleet into the future; how Maligne Lake Chalet should be accurately restored; or scouring archives to determine the accurate background story behind Mary Schaffer and her role in the Maligne Lake story.

A simple way of looking at the all-important role of products and experiences is found within the Demand Generation Model (see Figure 5), which elaborates on The Research/Product/Marketing Continuum model by:

- Illustrating how new and enhanced demand-generating products and experiences fit into the tourism planning cycle,
- Illustrating that brand development occurs after the product is created, and
- Illustrating that marketing is the last step toward created consumer demand.

Figure 5 – The Demand Generation Model



This proposal stays true to the Demand Generation Model by illustrating ways in which MTL intends to offer better products and experiences in support of an enhanced and enriched brand promise (invoking *the Classic Canadian Rockies Experience*) which will drive marketing which will drive consumer demand.

Appropriate and Suitable Development

MTL works in close collaboration with Parks Canada and other knowledgeable stakeholders in determining what serves as appropriate and suitable development for Maligne Lake.

Design Excellence

MTL intends that all of its physical environmental, spatial, technological and experiential renewal elements will be based on the principle of design excellence.

The 12 Essentials of Successful Travel Products

MTL's approach to product and experiential development is based on the Forerunner Creative and Tourism Strategies *12 Essentials* model. Targeted visitor outcomes are very much focused on creating enjoyment and an emotional reaction to the wonders of Maligne Lake and its cultural heritage. Strategically, MTL is using an experiential development model, the hallmarks of which have been adopted by visitor experience teams at both Banff and Jasper national parks. *The 12 Essentials of Successful Travel Products* was created by MTL's contracted tourism consultant, Forerunner Creative and Tourism Strategies. *The 12 Essentials* model is a packaging and experiential development tool which has been used effectively and with success in scores of experiential tourism development situations. clients of all shapes, types and sizes. This tool is now being used by MTL as it renews its experiential inventory.

Figure 6 – The 12 Essentials of Successful Travel Products



The 12 Essentials include:

- Well-Themed – is the experiential offer clear?
- The Essence of the destination – does the experience inherently reflect the destination in its tone, flavour and characteristics?
- Authentic – is the experience authentic?
- Accessible – is the experience accessible and to whom?
- The Emotional Trigger – does the experience emotionally capture the customer?
- Sense of Place – is the setting unique or significant culturally, historically or physically?
- Educational – does the experience impart learning in ways that are enjoyable?
- Entertaining – does the experience evoke joy and laughter?
- Enriching/Accomplishment – is the experience personally enriching and does it provide a sense of accomplishment or personal achievement?
- Hands-on – is the experience engaging and inter-active?
- Value-Added – does the experience provide an unexpected surprise element?
- Exceed Expectations – at the end of the day, is the customer ‘blown away’?

Partnership Strategic Alignment

MTL is determined to work in close strategic alignment with Jasper National Park, Jasper Tourism, Travel Alberta and a host of other leadership organizations and partners.

Sound Management of the Environment

MTL’s approach to environmental management and sustainability is explained in detail in proposal section 7.

Giving Back to Jasper National Park

Together, MTL and the Best Western Jasper Inn have a remarkable record of ‘giving back to Jasper National Park and **continue to be** committed to the community of Jasper and the preservation of the park as exemplified by their fulfillment of numerous charitable commitments, including local, national and provincial charities such as:

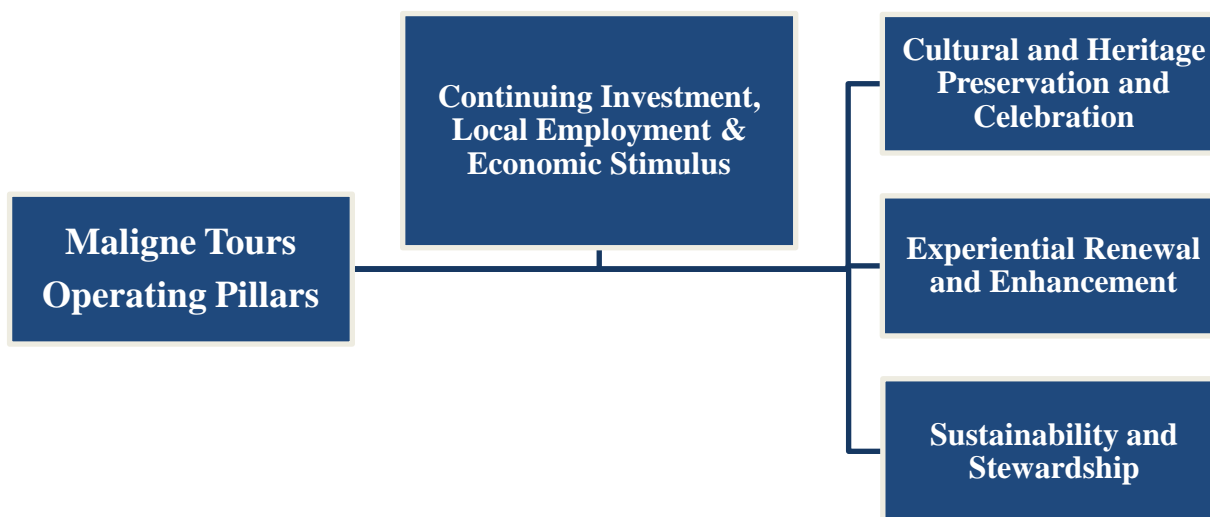
- Alberta’s Cancer-Free Movement;
- The Cross Cancer Clinic;
- Stars Air Ambulance;
- Hinton Mayor’s Charity Event;
- Military Family Resource Centre;
- Emily Morgan Foundation;
- Make-a-Wish Foundation;
- Minor sports;
- Gymnastics;
- Sustainability Club, Jasper High School;

- Royal Canadian Legion;
- Santa's Anonymous;
- Instigated the foundation of the Rotary Club of Jasper;
- Multiple Sclerosis Greg Van Tighem;
- Jasper Rodeo;
- Alpine Summit Seniors Residence;
- Ecole Francophone;
- Jasper Artist Guild;
- Victim Services Golf Tournament;
- Jasper Yellowhead Museum;
- Jasper Junior/Senior High School Scholarships;
- provider of vehicular support for the Banff Jasper Relay Race;
- United Appeal;
- Founder of Compassion House;
- And numerous others.

2.8 Operating Pillars

The company has, in consultation with a team of experiential tourism and sustainability experts, created a dynamic new matrix which in simple terms exhibits/illustrates the company’s philosophies and operating thrusts going forward. Driven by their imagination, their ability to innovate and their in-depth commitment to the destination of Maligne Lake, the three pillars are: Cultural and Heritage Preservation and Celebration, Experiential Renewal and Enhancement and Sustainability and Stewardship. Only by living up to the obligations which accompany and support the three pillars, can the company justify proceeding to invest in Maligne Lake, continue to hire locally, invest in training and link special skills to delivering experiences (e.g. hiring photographers to provide interpretation for the Spirit Island Through the Lens tour), all part of positive economic stimulus for the Jasper area.

Figure 7 – MTL Operating Pillars



For years, MTL has been active on the three sweeping fronts which are illustrated above. The following tables provide details concerning activities undertaken by the company which relate to each of the three pillars.

<h2 style="margin: 0;">Cultural and Heritage Preservation</h2> <p style="margin: 0;">(Pre-Proposal Achievements and Future Plans)</p>	
	Maligne Lake Chalet heritage restoration and pursuit of national heritage designation.
	Curly Phillips Boathouse stabilization, restoration and pursuit of provincial heritage designation.
	Restoration of and pending exhibit of ‘Leah’.
	Maligne Tours receives Parks Canada heritage training recognition.
	The History of Maligne Wardens Exhibit (pending).

Mary Schaffer Photographic initiative (pending).
Maligne Lake <i>At the Box Office</i> (pending).
Programmed Story-telling (pending).
Other TBD in collaboration with Parks Canada, community stakeholders, business partners and professional contractors.

Figure 8 – MTL’s Heritage Preservation Effort – Maligne Lake Chalet

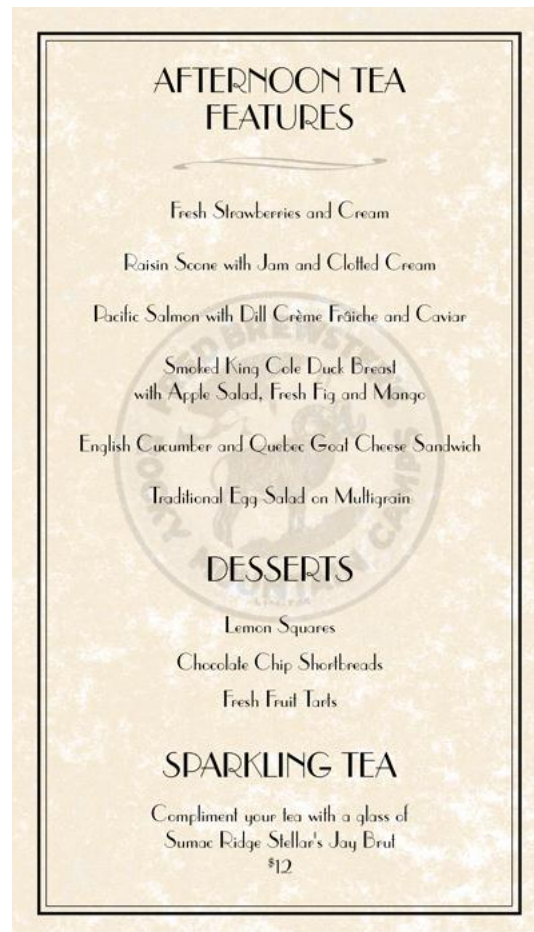


Figure 9 – MTL Heritage Preservation Efforts – The Original Leah and the Leah Restored



Experiential Renewal and Enhancement (Pre-Proposal Achievements and Future Plans)	
Maligne Lake Chalet Afternoon Tea.	
The Centennial Deck in celebration of Mary Schaffer.	
Design and installation of outdoor heritage exhibit.	
Engagement of Forerunner Creative to initiate overall experiential renewal.	
Engagement of Earth Rhythms to initiate new thematic elements for Spirit Island Cruises (<i>Family of Explorers, Through the Lens, Enviro Experience</i>).	
Installation of new on-board seating (less capacity-greater comfort).	
Active participation in Gros More Institute of Sustainable Tourism (GMIST) <i>Edge of the Wedge</i> .	
Other TBD in collaboration with Parks Canada, community stakeholders, business partners and professional contractors.	

Figure 10 – Maligne Lake Chalet Afternoon Tea Menu



Sustainability and Stewardship

(Pre-Proposal Achievements and Future Plans)

Spirit Island venue solar-powered isolated secondary enhanced treatment plant.
Underground electrical transmission project.
Generating station double containment enviro tanks installation.
Triple containment dock fuel line installation.
Installation of enviro tanks for bilge water and crankhouse oil storage.
Acquisition of electric golf carts.
Surface water treatment plant initiative.
Installation of fuel containment booms at docks.
Replacement of docking piers at Spirit Island.
Provision of fuel spill kits on boats and at generating station.
Re-introduction of native grasses in impacted areas.
Heightened activity toward trail enhancements and maintenance (pending).
Active off-leasehold litter management.
Member – Canadian Green Building Council.
Universal transition (seven vessels) to low-emission electronic boat engines (pending).
Public assistance and emergency response (active first-responders role).
Food and garbage (bear attractant) management (pending).
Design and implementation of a comprehensive recycling plan).
Engagement of a qualified environmental/stewardship mentor/coach (pending).
Other TBD in collaboration with Parks Canada, community stakeholders, business partners and professional contractors.

Figure 11 – New Spirit Island Boat Cruise Low-Emission Engines



Figure 12 – Canadian Green Building Council Emblem



2.9 Preparedness to Consider MTL’s Proposals

MTL has sought from Parks Canada a preparedness to consider its proposals for experiential enhancement at Maligne Lake. Based on very preliminary submissions to Parks Canada’s senior management, the company was provided with a commitment of a preparedness to consider such proposals as explained in this verbatim extract from a letter from the Agency’s Chief Executive Officer, Alan Latourelle:

“As a result of our discussions, I am pleased to inform you that Parks Canada is willing to consider a more detailed MTL re-development proposal that includes fixed roof accommodation in your Experiential Centre.

Parks Canada is prepared to consider fixed roof accommodation as part of your re-development proposal subject to the following conditions:

- *Maligne Lake Tours Ltd submitting to Parks Canada (Superintendent for Jasper National Park) a more detailed proposal, to the pre-design stage, of your full experiential destination resort proposal, including the components related to fixed-roof accommodation and tent cabins.*
- *Your agreement that the more detailed re-development proposal will be included as part of the Maligne Valley Area Concept Implementation Plan which the Parks Canada Team in Jasper intends to introduce to the public for review and comment later this winter. The results of this planning program, including the public comments received respecting your re-development proposal, will provide both Maligne Lake Tours and Parks Canada with the feedback necessary for you to shape detailed design elements of your proposal prior to submitting them into the Parks Canada development review process.*
- *Finally, submitting a detailed design for all or specific project elements of your re-development proposal to Parks Canada (Superintendent for Jasper National Park) for consideration within the Jasper Field Unit’s development review process. This process would include requirements for an environmental impact assessment and would be subject to a public and Aboriginal review and comment period, prior to a final determination by Parks Canada.”*

2.10 Meaningful Public Engagement

In response to the foregoing correspondence and other ongoing dialogue with JNP personnel, MTL fully appreciates that it is technically required by Parks Canada and morally obligated to Canadians to prepare and implement a public engagement strategy. This strategy contains an identification of the approach that MTL proposes in support of advancing the conceptual proposal for consideration by Parks Canada. Already having been initiated on several fronts (much of it in close-in dialogue with Parks Canada senior management), the strategy sets the stage for the submission and public review of a more complex plan – the detailed proposal – which would follow Parks Canada’s acceptance of the conceptual proposal.

Strategy Context

The MTL public engagement plan focuses on communicating change in five key areas:

1. Inter-active experiential enhancement and enrichment;
2. Heritage preservation;
3. Stewardship;
4. The reviving of tent cabins; and
5. The introduction of roofed accommodations as part of a renewed Maligne Lake Lodge.

These elements are proposed only inasmuch as they support and/or adhere to the aspirations of Parks Canada nationally in terms of enriching experiences for Canadians and/or the 2010 JNP Management Plan.

The company’s plans have been and will continue to be made available to interested individuals, Aboriginal communities, the public and stakeholder groups and media.

Development and implementation of the strategy needs to occur in consideration of the diverse interests of stakeholders, including:

- The experts in various fields – environmental, experiential, etc. – who staff key planning and analysis positions at JNP;
- Jasper and area entrepreneurs and business associations/organizations who would welcome positive economic development, including the creation of valued jobs, at Maligne Lake;
- Individuals and associations/organizations who or which are philosophically opposed to development with JNP;
- Individuals and associations/organizations who or which are open to ideas involving experiential and product development within JNP on certain provisos (e.g. suitability of proposed experiences, assured wildlife management, sound environmental practices, etc.);
- Canadians who seek to enjoy JNP in all of its variable forms.

Establishing Trust

General public fatigue and mistrust with engagement programs have emerged as clear-cut factors adversely affecting receptiveness to engagement. MTL has, since the outset of this engagement process, taken the stance that it will only engage in straight forward and factual communication – with a key word being transparency. The approach to engagement, therefore, needs to be seen as professional, with accessible and understandable information, must demonstrate openness and open-mindedness, must permit the respectful sharing of perspectives and knowledge and must provide reasonable timelines for review and comment.

MTL recognizes that some aspects of the proposals being forward may be precedent-setting and of high profile. This places extraordinary responsibility on the company to ensure it is correct in its assumptions concerning what Canadians wish to experience at Maligne Lake and correct in its calculations concerning nature and the environment. With these responsibilities in mind, MTL has engaged the services of several independent firms having expertise in such areas as: Parks Canada properties and associated management plans; Parks Canada visitor experience teams and their goals and mandates; in-demand experiential development; communications; and environment management and planning.

The public and media have been and are highly inquisitive about the various stages or phases of planning processes within JNP. This engagement strategy has and will continue to build understanding about the planning processes of Parks Canada as related to travel-related companies such as MTL. The strategy continues to emphasize that this remains as a conceptual versus a detailed proposal, the latter of which will demand a high degree of rigour and will demand an intensive engagement strategy all on its own.

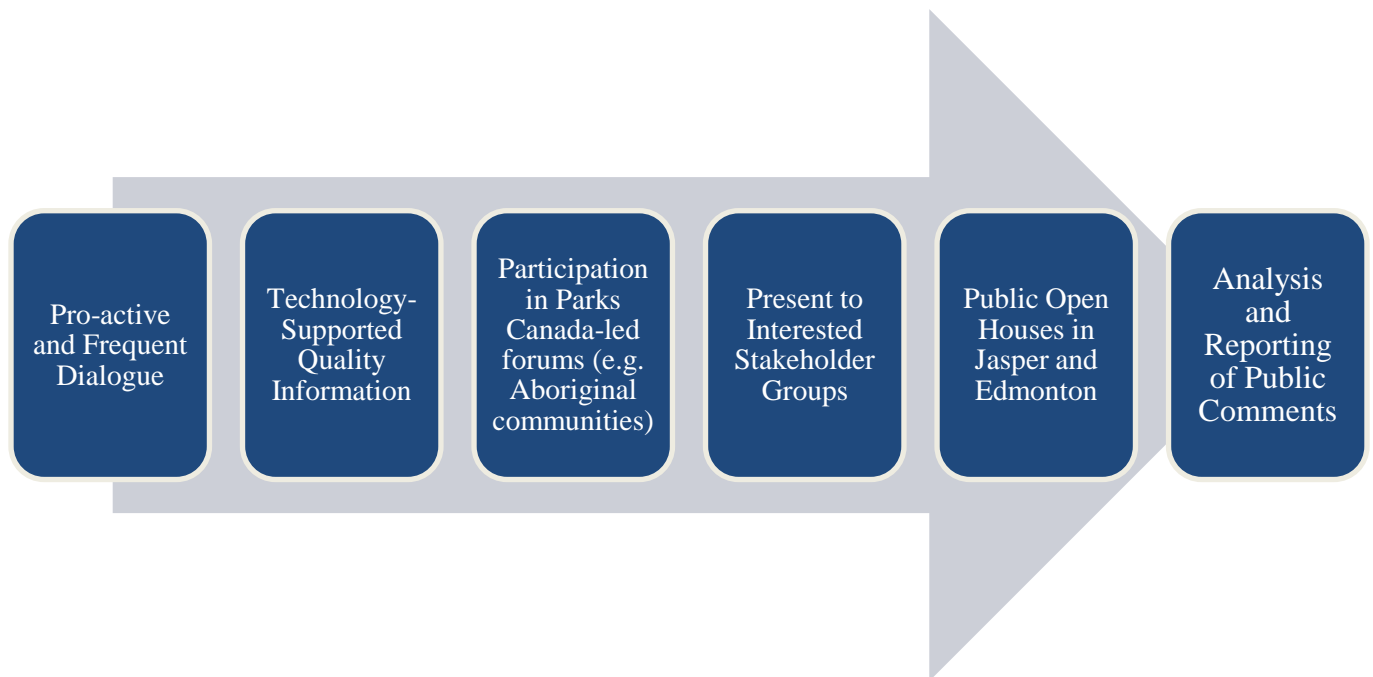
Although the current experiential renewal initiative has and will continue to place the company in the public eye, MTL has for other reasons and for many years been highly visible and active in terms of public exposure and engagement. The company knows first-hand (and is known on a personal level) virtually all of the key community, tourism and environmental interests of Jasper and Alberta. MTL enjoys longstanding relationships with the following key tourism, economic development and government interests, including but not limited to:

- Jasper Park Chamber of Commerce;
- Jasper Environmental Association;
- Tourism Jasper;
- Canadian Parks & Wilderness Society (CPAWS);
- Town of Hinton;
- Hinton Chamber of Commerce;
- Travel Alberta;
- Canadian Tourism Commission;
- Tourism Industry Association of Canada;
- Edmonton Tourism, Calgary Tourism;
- Edmonton International Airport;
- Marmot Basin;

- Brewster Transportation;
- Banff Lake Louise Tourism; and
- And numerous others.

Following on the company’s ongoing interaction with community, tourism and environmental interests in Jasper and Alberta, MTL sees the current renewal process as a continuance of their commitment toward straight forward and simple engagement, as illustrated through Figure 4).

Figure 13 – MTL Public Engagement Process Model



Pro-active and Frequent Dialogue

Methodologies: News releases, MTL web site, one-on-one dialogue, invited group conversations, one-on-one media.

Technology-Supported Quality Information

Methodologies: MTL and Parks Canada web sites, posting Power-Point presentations, reports, images, data, Facebook and blogs.

Participation in Parks Canada-led Forums

Methodologies: Following Parks Canada’s lead, be prepared to provide documentation and speak to issues.

Present to Interested Stakeholder Groups

Methodologies: Prepare and present proposal process information and content – prepare and distribute high level record of proceedings – respond to ideas and wherever possible, critique.

Public Open Houses in Jasper and Edmonton

Methodologies: Prepare and present proposal content – respond to ideas and wherever possible, critique.

Analysis and Reporting of Public Comments

Methodologies: Complete an analysis of public comments, summary report and submission to Parks Canada for their information and use to support decision-making

In keeping with the foregoing and subject to Parks Canada's input and direction, MTL has in part and intends to continue with the following primary communication vehicles for public consultation:

- A preliminary Maligne Lake Stakeholders' Conversation (completed September 12, 2013) involving invited individuals and organizations having direct concerns and interests in the future of Maligne Lake, with the primary topic being the process underway between MTL and Parks Canada; follow-up Maligne Lake Segmented Stakeholder Conversations (completed October 2-3, 2013) involving invited individuals from the Jasper Environmental Association, Jasper area interpretive guides, Tourism Jasper, Jasper area hoteliers, etc.; participation in Parks Canada-led forums, such as with Aboriginal communities; preparedness to continue providing information to individual stakeholder groups, potentially including: the Association for Mountain Parks Protection and Enjoyment (AMPPE), Canadian Parks & Wilderness Society (CPAWS), Jasper Environmental Association; and other to be determined in consultation with Parks Canada.

3. Current Situation Overview

3.1 Maligne Lake/MTL Facts and Figures

The following facts and figures will help readers in understanding the operational context of Maligne Lake under the auspices of MTL:

- An estimated 2,000 people per day visit the main hub at Maligne Lake during peak periods (typically July and August).
- According to Parks Canada data, 49 % of visitors to the Maligne Valley are hikers and are therefore not typically customers of MTL. Nevertheless, the company provides a range of services to hikers, including the free issuance of hiking maps, the use of washrooms, the provision of water, the provision of shelter and such other things as the ability to charge batteries, refuge from bad weather, etc. while an estimated 27 % of visitors to Maligne Lake partake in the Spirit Island Boat Cruise experience.
- An estimated 60 people worked at MTL during the summer of 2013, with only 5 remaining on site in staff quarters at night.
- MTL operates two power plants at 175 KW each, the second serving as back up. Diesel generated power plants are known to best operate at approximately 80% of capacity. The maximum demand placed on the first plant in 2013 was 108 KW, with the norm being at

approximately 90 KW. The estimated draw of the new lodge proposed herein is 150 KW.

3.2 UNESCO World Heritage Site

Demonstrably active in heritage preservation and interpretation at Maligne Lake, MTL has a deep appreciation for the Statement of Significance for the UNESCO World Heritage Site designation.

Renowned for their scenic splendor, the Canadian Rocky Mountain Parks are comprised of Banff, Jasper, Kootenay and Yoho national parks and Mount Robson, Mount Assiniboine and Hamber provincial parks. Together, they exemplify the outstanding physical features of the Rocky Mountain Biogeographical Province. Classic illustrations of glacial geological processes — including icefields, remnant valley glaciers, canyons and exceptional examples of erosion and deposition — are found throughout the area. The Burgess Shale Cambrian and nearby Precambrian sites contain important information about the earth's evolution.

Criterion (vii): The seven parks of the Canadian Rockies form a striking mountain landscape. With rugged mountain peaks, icefields and glaciers, alpine meadows, lakes, waterfalls, extensive karst cave systems and deeply incised canyons, the Canadian Rocky Mountain Parks possess exceptional natural beauty, attracting millions of visitors annually.

MTL has worked to enrich its interpretive representations of Rocky Mountain landscapes and their evolution and through this proposal seeks to expand and enhance the ways it can continue to do so.

3.3 Customer Demand and the JNP Management Plan

Amongst others entities, MTL can play a key role in helping meet Canadian customer demand as it relates to fulfilling the aspirations of the 2010 JNP Management Plan. When it comes to Maligne Lake specifically, only MTL can and has played this role. MTL's role has become more and more significant over time as diminishing resources within Parks Canada have impacted the degree to which JNP can fulfill some of its customer aspirations, such as those contained within the several key strategies which are detailed within the park's Management Plan:

- Welcoming Visitors to Mountains of Opportunity – *MTL is the de facto agent which welcomes visitors to Maligne Lake and environs;*
- Bringing the Mountains to People where they live – *Through its marketing network, outreach and partnerships, MTL plays a critical role in the realization of this strategy;*
- Celebrating History, Culture and the UNESCO World Heritage Site designation – *MTL has clearly demonstrated its ability to celebrate history and culture and in helping to gratify the charter associated with the Rocky Mountain Parks UNESCO World Heritage Site designation – the company seeks to do more to meet or exceed customer demand as it relates to celebrating history, culture and the UNESCO designation;*

- Ensuring Healthy Ecosystems – *MTL’s day-to-day planning and activities can be considered ‘closest to the ground’ in ensuring healthy ecosystems and communicating the ways in which ecosystems are actively protected – backed by interpretation which communicates to the public how ecosystem management and measures are carried out;*
- Managing Growth and Development – *MTL is involved day-to-day in managing growth and development at Maligne Lake – the company’s new strategic approaches will enhance its ability to do so by creating new experiences which help focus customers on specific controlled activities;*
- Visitors are welcomed at Maligne Lake – *MTL’s renewal plans include enhanced ways in which to receive and welcome visitors;*
- Arrival, orientation and circulation are improved at the Maligne Lake hub – *MTL’s renewal plans include new orientation, way-finding and experience-driven controls on visitor circulation and activity;*
- Nodes for Wilderness access are informative, current, and welcoming – *MTL’s experiences and service offerings will inform visitors about wilderness at Maligne Lake;*
- Habitat needs and security requirements are met for harlequin ducks, caribou and grizzly bears – *MTL will collaborate and cooperate with JNP in protecting habitat and providing security for wildlife and visitors;*
- Partners like Maligne Tours and other operators collaborate with Parks Canada to enrich visitor experiences in the Maligne Valley and ensure activities contribute to the area’s high conservation values and wilderness character – *this is the very essence of MTL’s aim in undertaking experiential renewal at Maligne Lake;*
- Renew infrastructure at two locations: Medicine Lake and Maligne Lake; ensure planning for each node considers potential needs and opportunities for three types of visitor experience: “View from the Edge”, “Step into the Wild” and “Rocky Mountain Wilderness” – *MTL’s renewal plan, including the introduction of overnight accommodations at the hub, fulfill the needs and opportunities for all three of these visitor experiences;*
- Improve communication and interpretation about the Maligne Valley – *MTL’s renewal plan will provide a new range of heritage, wildlife and stewardship interpretation about Maligne Lake and environs;*
- Offer opportunities to learn about the unique characteristics of the valley: geology/karst system, human history, and sensitive species. Create a storyline for interpretive media – *MTL’s proposed new experiences meet this objective head on;*
- Enhance the ability of visitors to connect with the area while maintaining or improving space – *MTL’s renewal plan seeks to connect visitors to Maligne Lake while improving the spatial attributes of the site;*

Overall, MTL will also continue to fill gaps in JNP’s ability to deliver management plan aspirations through the company’s ‘closest to the ground’ capacity by:

- Providing new or enhanced programming and experiences for urban youth;
- Providing new or enhanced programming and experiences for New Canadians;

- Providing new or enhanced programming and experiences for families; and
- Increasing visitation to the park by an average of 2% per year during each of the five years of the management plan.

3.4 Product Life Cycles and the JNP Management Plan

In undertaking its new era involving experiences, heritage and the environment, it has been important for MTL to first appreciate the value, challenges and costs of creating new experiences and products for Jasper National Park and the Province of Alberta. The natural Product Life Cycle (see Figure 6) of many products has had a significant impact upon the demand consumers hold for the wider destination (Alberta), the local destination (Jasper National Park) and for the company's destination of operation (Maligne Lake).

Figure 14 – The Product Life Cycle



The cycle is a phenomenon which impacts all consumer products, services and experiences, an occurrence that is actually 'supposed to happen' as the result of the following factors:

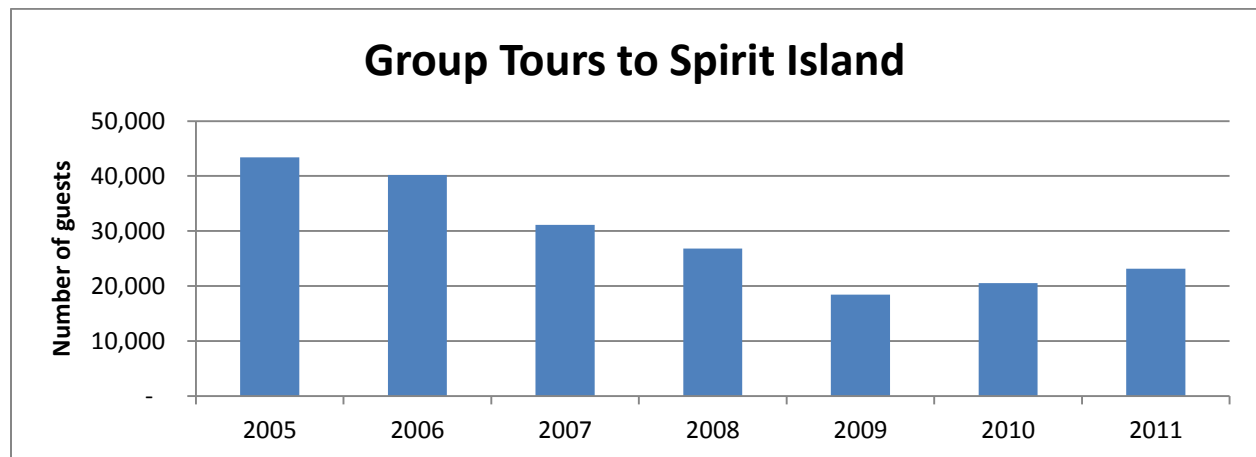
- The passage of time
- The arrival of competitors
- Increasingly sophisticated and demanding consumers
- Emerging media forms
- New technologies
- Partial displacement by alternative and new destinations, products and experiences
- Other internal and external factors depending on local, national and international conditions

While on the surface and at its heart, JNP and MTL provide visitors with variety of excellent tourism products, services and experiences, beneath the surface there are undoubtedly product life cycle changes occurring which demand attention if the park and the company are truly going

to raise their quality of experience in order to meet the aspirations of the JNP Management Plan and various forms of customer demand. Responding to the real threat linked to the Decline phase of the product life cycle will help in maintaining or raising Alberta’s, Jasper’s, JNP’s and MTL’s respective frontiers of competitiveness. Responding to the perils of the Decline phase of the product life cycle poses physical and experiential product challenges at the same time that both JNP and MTL need to raise their conscientiousness as caretakers of Maligne Lake. This is all the more challenging to MTL during an era when Parks Canada’s presence at the destination and their ability to manage and maintain things, are shrinking incrementally.

3.5 Visitation Data

Traffic counters have not been used consistently so the actual count of people and vehicles per day is unknown; however MTL’s senior management is approximating total daily site peak visitation at 2,000 visitors. More collaborative work is needed between Parks Canada and MTL to more accurately track visitor and traffic volumes, habits, etc. Those statistics which are available to MTL show that the viability of some operations at the site is diminishing as evidenced by the decline in group tour visitation aboard Spirit Island cruises, from 43,427 group tour guests in 2005 to a low of 18,430 in 2009 to a slight rebound in 2010 (20,513) and 2011 (23,162). Suffice to say that the group market has more or less been halved within less than a decade. This is not a sustainable situation in terms of jobs, in terms of continuing investment and in terms of the quantity of provincial and federal tax receipts earned through tourism revenues. Such a dramatic shift in visitation patterns calls for a response linked, on balance of all environmental and wildlife considerations, to what customers really want in a place such as Maligne Lake.



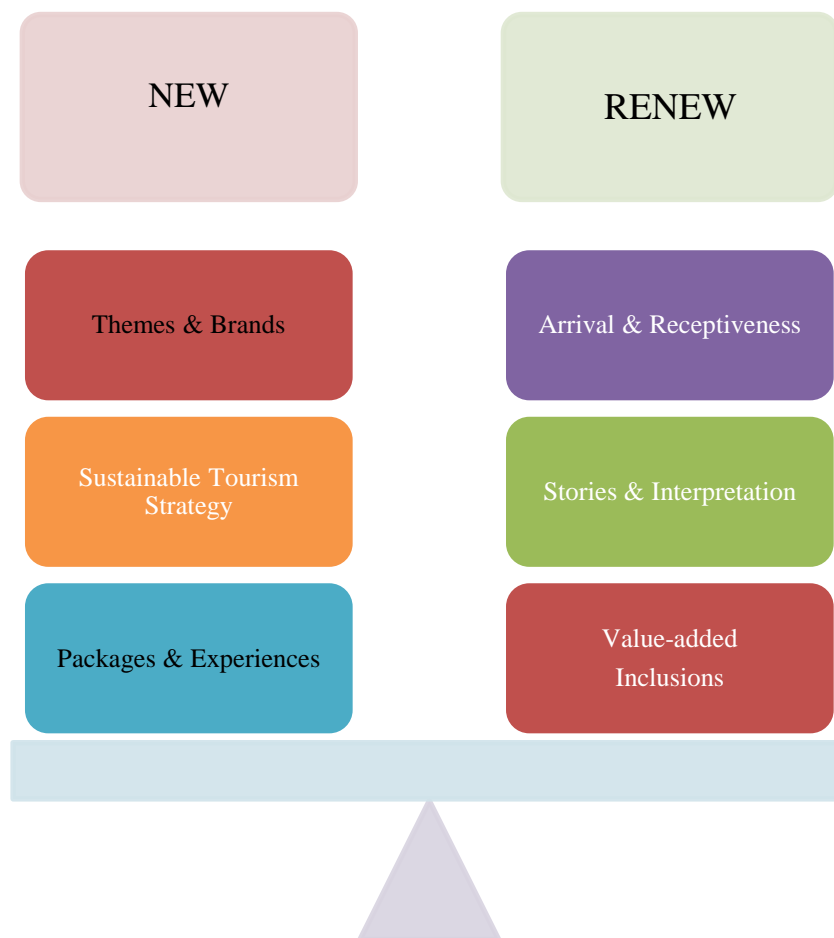
As well, individual passengers aboard the Spirit Island Boat Cruise have declined from 2005 (47,892) to 41,780 in 2012, further challenging the company in terms of operational sustainability.

The Unseen Efforts of MTL

Very few people see MTL as anything more than a commercial tour operation. In fact, MTL is an industry-leading sustainable tourism operator which exceeds in most areas of its commitments and responsibilities. It is without exaggeration to state that the company is the de facto caretaker of Maligne Lake. If MTL is going to continue in its role as Parks Canada’s partner and the caretaker of Maligne Lake – together with all of the responsibilities the company has assumed or inherited over the years due to changes in Parks Canada priorities or budget cutbacks at Parks Canada – then there will need to be incremental sources of revenue by way of more customers purchasing more products or fewer customers spending more for higher quality experiences (see Higher-Yield Customers in proposal section 6).

There are two ways to mitigate the perils of the Product Life Cycle, such as those seen in dropping guest numbers for the Spirit Island cruise experience: to renew or reinvigorate the product, service or experience, to create a return the cycle’s Introduction phase in an effort to stave off the ever-encroaching Decline phase; or to create wholly new products and experiences. This proposal is intended to confront both scenarios.

Figure 15 – Product/Experiential Balance



4. Overview of the Proposals

4.1 Experiential Philosophy

MTL's approach to creating and delivering products and experiences has in the past met with some degree of success as evidenced by their decades of operation. In this new era of experiential strategy development, however, the company is going further, to be "the best in Canada" in the areas where it serves the public. This 'best in Canada' ideal is linked to the company's over-arching visitor experience philosophy which derives from the outlook and attitude of the people at MTL:

*Always remember that it is the setting,
the sanctity and sense of place of
Maligne Lake which drive visitor
experiences and interest.*

4.2 Experiences and Services

MTL already responsibly offers a wide range of visitor experiences and services in complete accordance with its on-lease and off-lease operational agreements with Parks Canada. These are highlighted by:

- The pro-active retention and preservation of buildings and grounds at Maligne Lake proper;
- The provision of virtual and tangible receptive services (the latter in both the Town of Jasper and at Maligne Lake proper);
- The provision of catchment (arrival, vehicular control, parking and pedestrian activity) at Maligne Lake;
- The provision of daily shuttle service from several points in Jasper (departing at 9 a.m. to Maligne Lake with return service to Jasper at intervals during the afternoon, concluding with a final departure at 5:15 p.m. – this service is available to customers of MTL or people intending to hike in the Maligne Valley on their own;

Figure 16 – Maligne Lake Shuttle



- The provision of services in support of human needs (washrooms, first-responders, first-aid, shelter from the elements);
- The provision of food and beverage services;
- The provision of small-medium-size event services (e.g. weddings and special meetings);
- The provision of retail services;
- The provision of on-site static and inter-active interpretive services and experiences;
- The provision of guided cruise tour services to the Spirit Island; and
- The creation of a continuous visitor experience that engages interest from pre-trip planning to post-trip memories and which gives all visitors reasonable access to Jasper's spectacular setting.

Figure 17 – Curly Phillips Boat House



Decades into the establishment of the Spirit Island boat cruise in 1924, which preceded the advent of MTL by nearly a quarter century, it is definitely time to undertake a comprehensive review of what is being offered to visitors, of the company's relationship with JNP and Parks Canada in general, and of the company's relationship with community stakeholders. The proposals which follow take all three of those elements into consideration.

4.3 Experiential Highlights

Sustaining visitor service operations at Maligne Lake depends greatly on the diversity of MTL's service offer. One over-arching outcome from expanding the diversity of experiences is that visitors to Maligne Lake are left less to their own devices which in many cases could be described as 'wandering around'. This proposal therefore includes a range of experiences designed to appeal to several key audiences, including those designed to market segments that are under-represented in the Jasper visitor base.



The highlights summarizing MTL's experiential renewal plan proposals are:

- Thematic renewal of the Spirit Island Boat Cruise;
- The reviving of The Fisherman's Special;
- Introduction of a low impact wildlife themed maze;
- Introduction of a new Voyageur canoe excursion;
- Introduction of Earth-caching;
- Introduction of 'Maligne at the Box Office';
- Introduction of Mary Schaffer Photographs;
- Introduction of The History of Wardens exhibit;
- Introduction of free twice-daily Wildlife in the Valley storytelling experiences;
- Introduction of Aboriginal-themed storytelling experiences which can be freestanding as 'Aboriginal' in nature or which can be inter-woven into various themed experiences such as the Voyageur canoe excursion, earth-caching, etc.;
- Introduction of a more true Maligne-themed retail experience;
- Introduction of a more true Maligne-themed food and beverage experience;

- Reviving of tent cabins;
- Introduction of themed heritage accommodations;
- Other to be determined through stakeholder engagement.

5. Details of the Proposals

5.1 Overview

The MTL proposal shares in Parks Canada’s over-arching visitor experience outcome:

“Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for future generations.”

The visitor renewal team at MTL includes Pat Crowley and her highly experienced management and staff, backed by visionary new approaches brought forward by Forerunner Creative and Tourism Strategies of Prince Edward Island, Earth Rhythms from Manitoba and the Gros Morne Institute of Sustainable Tourism (GMIST). The future experience at Maligne Lake will always bring visitors inside the culture and heritage of Jasper National Park in a manner aimed at fulfilling Parks Canada’s own relatively new visitor experience philosophy – from Wishing to Planning to Traveling to Arriving to Visiting to Leaving to Remembering.

‘9-5 Tourism’ or a True Rocky Mountains Backcountry Experience

MTL respectfully submits to JNP and interested stakeholders that fulfilling the essence of the visitor experience philosophy (*Always remember that it is the setting, the sanctity and sense of place of Maligne Lake which drive visitor experiences*) cannot logically be achieved within what has become – figuratively speaking – a 9-5 experience.



The missing piece of the Maligne Lake ‘daily operational clock’ and the site’s experiential equation – on balance of ensuring wildlife protection and respecting the overall sense of place of the site – involves those experiences which occur during the rest of a day at Maligne Lake. Without question, the following multi-sensory, tangible experiences provide a highly beneficial transition – and higher appreciation for Maligne – compared with those occurring during the full-fledged operational times of day when volumes of visitors are present at the site. It is clear that Maligne Lake as a true backcountry experience is nearly unattainable during daytime hours when throngs visit the site. A more honest and true backcountry experience *is* attainable as a controlled overnight experience, highlighted by the following attributes:

- Silence and listening;
- Dusk;
- Sunset;
- Dark sky;
- Sunrise;
- Morning mist;
- Landscapes shifting with light;
- Water’s changing mood;
- Fresh, cool evening air;
- Rest and relaxation;
- Rewarding episodes of sleep; and
- Appreciating the enormity of nature and life.

The MTL product and experiential enhancement plan brings both streams of development into play. In doing so, MTL does not believe in creating new experiences for the sake of satisfying some form of volume of experiences; rather the experiential philosophy is more about creating experiences which contribute to managing human activity and movement at Maligne Lake versus a free-for-all environment in which visitors move about the site trying to invent their own experience. The company is highly cognizant that there is a tipping point in terms of use of space and customer capacity. As well, there are core experiences that belong at Maligne Lake and other ideas that could never belong. Management’s ever-constant presence at the site (over a span of 33 years) provides this proposal with a sensibility and intuitiveness regarding what it is people do when they arrive at and spend time at the site and where boundaries of space utilization are. New experiences should fit either into the realm of ‘renewed’ or ‘wholly new’. With respect to renewal, every experience offered by MTL is subject to analysis (e.g. Spirit Island Boat Cruise). As well, previously offered traditional and suitable experiences can be renewed. ‘Wholly new’ experiential thinking requires restraint and a sense of purpose. For example,

MTL intends to continue to responsibly offer a wide range of visitor experiences and services in complete accord with its on-lease and off-lease operational agreements with Parks Canada. These are highlighted by:

- The pro-active retention and continuing preservation of buildings and grounds at Maligne Lake proper;

- Enhanced provision of virtual and tangible receptive services (the latter in both the Town of Jasper and at Maligne Lake proper);
- Enhanced provision of catchment (arrival, vehicular control, parking and pedestrian activity) at Maligne Lake;
- Enhanced provision of services in support of human needs (washrooms, first-responders, first-aid);
- Enhanced provision of food and beverage services;
- Enhanced provision of small-medium-size event services (e.g. weddings and special meetings);
- Enhanced provision of retail services;
- Enhanced provision of on-site static and inter-active interpretive services and experiences;
- Enhanced provision of guided cruise tour services to the Spirit Island;
- Fishing;
- Canoeing;
- Earth-caching;
- Other to be determined as the result of Parks Canada and public consultations;
- The creation of a continuous visitor experience that engages interest from pre-trip planning to post-trip memories and which gives all visitors reasonable access to Jasper's spectacular setting.

5.2 The Experiential Details

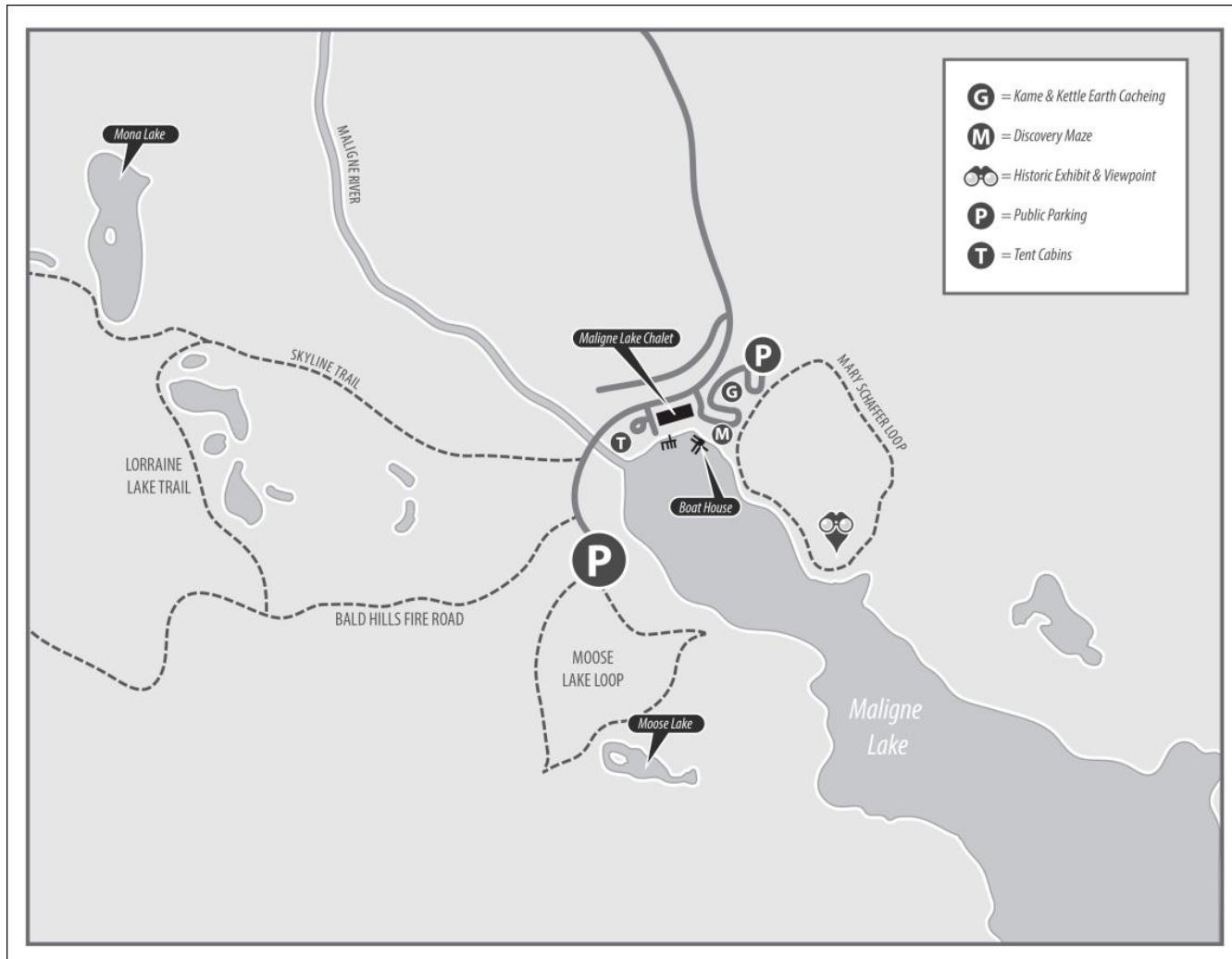
Hours of Operation

A frequent question concerning MTL's Maligne Lake operations involves hours of operation. Working within the company's lease of operation parameters, MTL provides food service and retail operations in the day use chalet from 7 a.m. to 10 p.m. seven days per week. There are no stated restrictions regarding the hours of operation for Maligne Lake Chalet; its hours are primarily linked to daytime food service provision and special events. The realistic operation period is from May through October dependent upon weather and road conditions; the lease restricts the use of any buildings at the site between December 1 and March 31. The Spirit Island Boat Cruise operates between 8:30 a.m. and 8 p.m. MTL is permitted to provide walking tours between the hours of 8:30 a.m. and 5 p.m. daily.

Theatre of Operations

To set the stage for assisting readers understand the properties in question, Figure 18 provides a basic orientation to MTL's primary theatre of operations.

Figure 18 – MTL’s Theatre of Operations



The balance of this section of the conceptual proposal provides details concerning each experience being proposed by MTL.

Operational and Thematic renewal of the Spirit Island Boat Cruise – Within Parameters of Existing Lease and License Agreements

The status quo Spirit Island Boat Cruise service operates with a fleet of seven vessels having a total passenger carrying capacity of 307. The average cruise is 90 minutes in length. The cruise experience is that most associated with MTL and Maligne Lake, a factor which the company wishes to both nurture and yet alter – Maligne Lake must stand for more than the stereotype it has become; hence the company’s hunger to completely renew the boat cruise menu of experiences and heighten the quality of visitor engagement, storytelling and interpretation pre-trip (through the web), on board and post-trip (social media exchange of experiences, photos, videos, etc.).

From an operational perspective, the MTL vessels have been subjected to new seating configurations which have reduced carrying capacity while increasing guest comfort. As well, the conversion is underway toward low-emission Tier II electronic engines in order to reduce emissions. Three boats will be converted in winter 2014, with the remaining four boats converted in 2015. Docking materials have been converted to materials which are designed to have minimal impact on the environment.

In 2013 MTL initiated a re-scripting and re-design of its typical Spirit Island Boat Cruise experience overall – to freshen the experience for every customer – but to focus additionally on new themed experiences:

The two-hour Maligne Lake *Family of Explorers Cruise* departs daily at 1:30 pm. from July 2 through August 25, featuring inter-active story-telling and interpretation tailored to children and families, together with a controlled nature-based scavenger hunt at Spirit Island and on-board snacks.

The worldwide fame of Maligne Lake is historically and intrinsically bound to the art of photography; it is believed that more than a billion photographs of Spirit Island have been captured by amateurs and professionals alike, making it arguably the most photographed locale in the Canadian Rockies. Jasper-based professional photographers lead the customized interpretation for the 2 ½ hour *Through the Lens Cruise* daily at 4:30 p.m. from July 2 through August 25, providing instruction for obtaining the best possible images of nature at its finest. Also learn about famous Rockies photographers William Oliver, James Topley, Byron Harmon, Joe Weiss and Peter Gale and learn about Maligne's influence on Canada's world famous Group of Seven. A modified version of Maligne Lake's popular Heritage Afternoon Tea is served on board.

The Maligne Lake Preservation Experience – *Environmental Science and People Converge at Maligne Lake* – The traditional, world-famous Spirit Island boat cruise is transitioned into a factual, fascinating and fun preservation experience that will change the way you see Maligne Lake and all of its delicate features – the aquatic elements, the land elements and the wildlife elements. Maligne Tours are responsible in many ways for environmental stewardship of the place they call home and for welcoming guests from around the world into a destination that is safe, secure and sustainable.

Leadership for Women – *You and the Undying Spirit of Mary Schaffer* – As the first non-Aboriginal to discover Maligne Lake more than a century ago, Philadelphian Mary Schaffer was a relentlessly determined individual, artist, explorer and visionary. Maligne Lake's custom *Leadership for Women* program welcomes modest-size groups of women who share common goals and relationships into a storied and inter-active experience that is all-inspiring. The six-hour program includes an introductory session led by a group leader who is herself inspiring, Maligne's world-famous Spirit Island boat cruise, a second storied session at the heritage-designated Maligne Lake Chalet and in closing, time and space to quietly absorb the natural wonder of Maligne.

BOAT CRUISE TARGET MARKETS: Depending upon which themed cruise, can vary from group markets to families to urban youth to New Canadians to science and history buffs to women to hobby photographers and the independent touring vacationer.

Reviving of The Fisherman’s Special

For decades prior to the early 1980s, MTL operated a service whereby fishermen and campers were transported to the Parks Canada campgrounds at Fisherman’s Bay, mid-way down Maligne Lake and to Coronet Creek at the southern end of the lake. The service was called the Fisherman’s Special. Maligne Tours stored canoes at Fisherman’s Bay Campground for the use of these guests and expeditions launched from there. In 1980 this service was deemed to constitute motorized access to a backcountry campsite and we were no longer able to offer this transportation. The upshot of this was multi-fold. Access to Coronet Creek is restricted to those with more than a weekend at their disposal. This, due to the fact that for most people it takes two days to paddle that distance – let alone the time required for the return leg. Safety concerns associated with overloaded canoes paddling the widest and most wind and weather exposed portion of the lake are marked as well. Fishermen wishing to fish in the Narrows for a day are now deterred and go elsewhere – out of the Park. During past times when MTL operated this service many mountaineers took advantage of this transportation. Now it is rare that anyone climbs the mountains at the south end of Maligne Lake due solely to the difficulty of reaching the base of the mountains. MTL could rectify these problems by storing canoes on the docks at Spirit Island, transporting campers to the Island and allowing this group of park visitors to proceed from Spirit Island to either campground by canoe or kayak. This would encourage the backcountry experience that is a goal of Parks Canada and it would ‘soften’ it in the same manner that Tent Cabins & Park Models are softening the camping experience at Parks Canada operated Campgrounds. Further it would not impact on those visitors who have the time & expertise to reach either of these campgrounds under their own power as all visitors would arrive at the campgrounds via canoe. The Fisherman’s Special service would leave the docks daily at the north end of Maligne Lake at 9 am and deposits paddlers at Spirit Island at approximately 9:30. MTL would return to Spirit Island to pick guests up again at 5 pm and return them to the main docks at the north end of the lake. The vessel for this transportation would be the company’s 10-passenger boat.

FISHERMAN’S SPECIAL TARGET MARKETS: Adult men and women with a propensity toward the sport of fishing.

Low Impact Wildlife-themed Maze – Off-leasehold

One of the new experiential entrants to Maligne Lake involves the idea of creating a simple, low-impact Discovery Maze aimed at engaging children and youth particularly. The purpose comes in the fact that the maze would be based on a “*Living with Wildlife*” theme and integrate educational activities aimed at preventing human-wildlife conflict, addressing issues such as garbage handling, harassment, and safe distances.

Engaging Canadian youth in National Parks is a stated interest of Parks Canada, yet there is a shortage of activities able to fulfil this ideal. Hence, at Maligne Lake MTL is proposing to create a family-friendly *Discovery Maze* .

At the Joggins UNESCO World Heritage Fossil Museum site in Joggins, Nova Scotia for example (see the foreground of Figure 20), the simple use of rocks and fixed paneled maze instructions makes for a non-intrusive play and learning area for children and youths.

Figure 20 – Joggins Low-Impact Maze



Closer in theme with the Rocky Mountains, Maligne Tours Ltd. is proposing a wattle-fenced Maze in the grassy area just south of the Curly Phillips Boathouse adjacent to the lake (see Figure 18). Wattle is a natural willow product that is woven into fencing and it will be used to create the puzzle maze pattern of blind alleys, corridors and learning pods. We have chosen this material as it will allow the Maze to blend with the natural environment.

Figure 21 – Potential Elements of the Wildlife-themed Maze



Operating from approximately June 25 to Labour Day annually, this need only be one or one acre in size, consisting of several escape outlets. It is the game inside the maze that will be crucial and that will be deliberately contrived to accomplished Parks Canada’s goals as they apply to educating visitors with regards to wildlife. To this end, should this project receive conceptual approval, MTL will be working with Brett Herbst, of The MAiZE Inc. in Utah, who has created over 2,000 mazes since 1996 and is widely recognised as one of the world’s leading maze designers.

MAZE TARGET MARKETS: Primarily families and urban youth but also for ‘children of all ages’.

Introduction of a New Voyager Canoe Excursion

MTL proposes the creation of a new fully-guided Voyager Canoe Excursion aboard a sizable eight-seat canoe suitable for safely teach young people and families how to paddle a canoe. Introducing an experience of limited duration and a limited distance from the Maligne Lake visitor embarkation area, the Voyager Canoe experience would feature:

- Interpretation about the aquatic environment of the lake;
- Interpretation about local wildlife;
- Stories about the history of the Northwest Company fur trade history; and
- A shore-side stop for a bacon and bannock lunch.

The Voyager Canoe experience will offer capacity for two canoes to be launched from the existing boathouse featuring a variety of excursion durations from one-hour experiences to half-day to full-day. Overnight trips to either of the two Maligne backcountry camp sites will also be offered, including instruction on how to pitch a tent and camp. A similar experience, the Grand Voyager Canoe Adventure, has been offered to great popularity for years at New Brunswick’s Kouchibouguac National Park.

Figure 22 – Grand Voyager Canoe Adventure – Kouchibouguac National Park





VOYAGEUR CANOE TARGET MARKETS: Urban youth, New Canadians, couples and also independent touring vacationers who desire an aquatic experience but are tentative about the safety factor.

Earth-caching – Off Leasehold

Geo Caching is a well-known, family friendly outdoor pastime that is equal part scavenger hunt, outdoor adventure and gift exchange with a technological twist that teaches participants how to use a GPS. Earth Caching is a form of Geo Caching. However with Earth Caching the treasure hunt is for caches that the earth has stored, caches shaped by geological processes. These sites do not use stored containers as their treasures nor log books to record the find; their treasures are the geo-science lessons learned from the feature visited. The “owner” of the site crafts a set of questions related to the site which must provide an earth science lesson and which must highlight a unique geological feature. Participants undertake an educational task which provides a learning opportunity related to the topic. It is through the answers to these questions that site visitors are able to log the site on line and serve as the cache owners proof that the cacher has visited the site. An earth cache may be a single site or may be comprised of multiple sites. Maligne Lake is a natural setting for many interesting Earth Caches. MTL is proposing that Maligne Lake’s first Earth Cache be associated with the Kettle and Kame features that surround the parking lots on the east side of the lake and stretch into the meadow at the base of Opal Peak but there are other kettles and kames in the Maligne area that we may progress to in the future – all of them situated along existing hiking trails.

EARTH-CACHING TARGET MARKETS: Families, urban youth, science and history buffs, young couples and independent touring vacationers.

Reviving of Tent Cabins – Off License of Occupation

MTL is proposing to erect 15 tent cabins on the site of the original pods where tent cabins were originally situated, on the hillside below the historic-designated Maligne Lake Chalet. Each would have a maximum capacity of 2 guests. Washrooms and showers would be located in the existing adjacent Washhouse which has also been conditioned to a heritage motif matching that of the chalet. The washrooms include three toilets in the ladies, two in the men's + one urinal and a total of five showers – three women's and two men's. The tent cabins have no capacity for cooking or fire pits, but will have electric power and propane for heating. Guest packages will include breakfast and dinner at the Maligne Lake Chalet.

Figure 23 – Tent Cabins Schematic



TENT CABINS TARGET MARKETS: Young urban couples, New Canadian couples, international visitors and other independent touring vacationers seeking new experiences on the edge of wilderness.

Themed Heritage Accommodations – Within Leasehold

Clearly the newest and most challenging aspect of renewal at Maligne Lake is also the primary purpose behind this proposal: the reviving of tent cabins on their original pods as discussed above and the creation of a new combined day lodge/accommodations facility at the site of the existing Maligne Lake day lodge.

Before arriving at the inevitable debate over permitting or not permitting overnight accommodations at the site, it is important to understand the manner in which MTL views what is suitable and appropriate for Jasper National Park. Balancing the romance of the Canadian wilderness with the amenities of modern living, the visually distinctive rustic style architecture in the National Parks is an attractive building form closely associated with recreational areas in Canada. Rustic style architecture covers a wide range of structures and construction methods. From its romantic roots in the backwoods of Canada, the rustic style emerged as a building style in the National Parks soon after our first protected area, Banff National Park, was established in 1885.

Figure 24 – Canadian Rockies Rustic Style Design



The rustic style's roots stem from the simple log buildings constructed by trappers, railway workers and prospectors. Often reminiscent of the log structures of early settlers, the rustic style was an appropriate style sympathetic to the wilderness setting of the National Parks remote environment. In Canada, rustic style log bathhouses and CPR stations at Banff were first constructed between 1886 and 1888. George Stewart, the park's first superintendent, introduced the Rustic style to Banff, which he thought most appropriate for the natural surroundings. In time, this style was adopted by the National Parks system in order to project a distinctive image associated with new parks.

Further, it is important to note that MTL has focused on protecting and nurturing Maligne Lake's physical assets; initiatives have been approached with sustainability, integrity and with heritage in mind. Two key examples include a dynamic solar-powered sewage treatment system at the Spirit Island viewing site (see proposal section 7) and the restoration of Maligne Lake Chalet, often referred to as Brewster Chalet in honour of Jasper pioneer Colonel Fred Brewster who built the original in 1927.

Figure 25 – Heritage Image – Maligne Lake Chalet



Figure 26 – MTL’s Restored Maligne Lake Chalet



It is difficult to argue against the fact that the existing day lodge at Maligne Lake has to be replaced. Increasingly, this building poses a long list of operational and guest satisfaction challenges:

- No clear sense of receptiveness or arrival from the parking lot to the building;
- No clear sense of receptiveness or arrival once at or inside the building;
- Deficiencies in overall site way-finding involving the movement and control over guests at the site, including signage and walking paths;
- Deficiencies in some aspects of comfort (e.g. outdoor seating);
- The building’s design, atmosphere and sense of place has no connection whatsoever to mountain park heritage;
- Woefully inadequate public washroom space;
- A crushed retail space;

- An unsophisticated cafeteria-style food and beverage service operation which does not speak to current customer demand; and
- Generally, the over-arching sense that the lodge is a tourist trap versus a place of significance.

The proposed Maligne Lake Lodge can have true and real significance from the day it is opened. MTL knows that the facade, architectural features and general construction of the Maligne Lake Lodge should have the distinctive qualities and ambience in keeping with the traditional way of life of the area. Recalling that one of the company's experiential guiding principles focuses on 'design excellence', it is clear that design will drive the success of this future establishment.

Architectural Disconnect

The current building and gift shop speaks to an insensitivity and disregard for their context, and for the rich history of the place. Architecture of the 60's and 70's, often an extension of the culture, shout independence and release from conformity. Qualified architects such as the firm chosen for the Maligne Lake initiative (Brinsmead Kennedy Architecture <http://www.bkarchitecture.com>) have long ago learned that the principles of honor and respect for the past and context of a place always result in enduring structure. Guests of the structure feel the sensitivity and reciprocate with a respect for the how the building is used, cared for and maintained.

The Guest Experience

Guests to Maligne Lake Lodge need to come away with a resounding impression that; "This place belongs here." Removal of or significant modification to the existing structure will need to be embedded in the work plan for the new lodge addition. The architecture needs to nurture the guest experience. Once vehicles have delivered guests to the lodge they should be seldom if ever seen during their stay. The architecture, decks, out buildings, walkways, approach to the water, surrounding cabins and every component of the complex must speak with the same respect. Guests should sense that the pioneers of Maligne Lake had a master plan a century ago and that today's architects and planners continue to live into it.

Dark Sky

It will be important to utilize lighting techniques with sensitivity to maintaining a dark sky experience for the guests and the region. Exterior lighting with a downward focus and illuminating structure will be strategically used. Techniques to avoid lights with outward focus or bulb visibility will be key. In addition, dimming solutions to regulate the lighting required for exterior pedestrian navigation around decks will achieve the objective.

Opportunities for Storytelling

The architecture needs to provide the backdrop for stories that will be told by staff to the guests, between the guests and by returning guests. The structure, while not mimicking the creations of Maligne Lake's pioneers directly, will be the perfect backdrop for retelling their stories (and those Aboriginal and nature and ecology in nature) and respecting the history passed down. Porches, balconies and decks should be designed to enable guests to observe nature and wildlife without disturbing it – and this in itself is a story to be retold. Movement through the structure

and complex should be layered, providing multiple new experiences and opportunities for unique views of the lake and surrounding landscape, each with a fresh opportunity to generate a story or storytelling place.

Environmental Content and Approach

If the original Maligne Lake pioneers were on the planning team for today's proposed project, they would not propose buildings, technically speaking, in the way they were built a century ago. Maligne Lake pioneer Curly Phillips had a strong respect for the land. An environmental sensitivity before sustainability and green were even terms of design. Those sensibilities need to be applied in today's context. What enables these values should be promoted. What hinders them should be modified. The modern day cost of energy, sensitivity to sewage disposal and conservation of natural resources have changed in the last 100 years. Techniques should be used to address these issues in the manner and spirit which the Maligne Lake pioneers would have used but with modern techniques. As an example, timbers manufactured offsite and delivered to site, ready for assembly, save on site disruption and waste product. Structural insulated panels, also manufactured offsite, create a superior insulated exterior wall and roof assembly which respects our natural resources and energy consumption. What has not changed in 100 years is the feeling people have when experiencing a well-proportioned porch and moderate sloped roof overhang. Most people don't understand what it is that is so compelling and keeps drawing them back to the backcountry ski experience and the boat house tour. Certainly in part it has to do with the proportions of the spaces created: the intimacy of the sloping roof planes; the use of real wood and stone; the orientation to the lake and surrounding views; and the respect for nature and the environment. These values need to be maintained.

Figure 27 – Example of Suggested Architectural Style



What has typically been witnessed over the past decades, both domestically and internationally, has been a continuous growth of heritage accommodation, particularly those that have involved the transition of historic buildings into tourist accommodation. Of course at Maligne Lake, every heritage building which could be transitioned has been transitioned (e.g. Maligne Lake Chalet and Curly Phillips Boat House). So this leaves the option and challenge of *creating* a heritage accommodation concept within a new structure. Or as described in a Thailand study on the demand for heritage accommodation, there are two approaches: either *Converted Heritage Accommodation* or *Created Heritage Accommodation*, the latter being the option at Maligne Lake.

Figure 28 – Example of Suggested Architectural Style



MTL believes that tourists do not want their heritage experience or sensibility to stop at the attraction or museum or historic place door. They are seeking cultural and heritage differences while traveling in culture, art, traditions, customs, beliefs and architectural styles, with the latter having become an important element of discovering process for cultural distinctiveness. Created Heritage Accommodation refers to an accommodation that is re-created from the original model of heritage or an accommodation that is newly designed, converted or created using heritage or cultural theme to represent the historical character or aesthetic quality of locally associated architecture. Because Created Heritage Accommodation already has values beyond predictable accommodation, then such a property could have high potential to gain cultural significance in the future owing to its characteristic and fabric, which shows uniqueness, traditional style or cultural characters that are important to the mountain parks setting. MTL's vision for Created Heritage Accommodation is as a place to have cultural experience, as a place with richness in culture, as a place as part of society and as a place with architectural beauty. Maligne Lake Lodge, if designed properly, can thus represent aesthetic, cultural and social values of the local culture in the same way as other historic buildings.

MALIGNE LAKE LODGE TARGET MARKETS: Adult couples, New Canadians, romance couples, special occasion markets and independent touring vacationers.

Figure 29 – Draft Site Plan (Simplified)
(Actual under development)

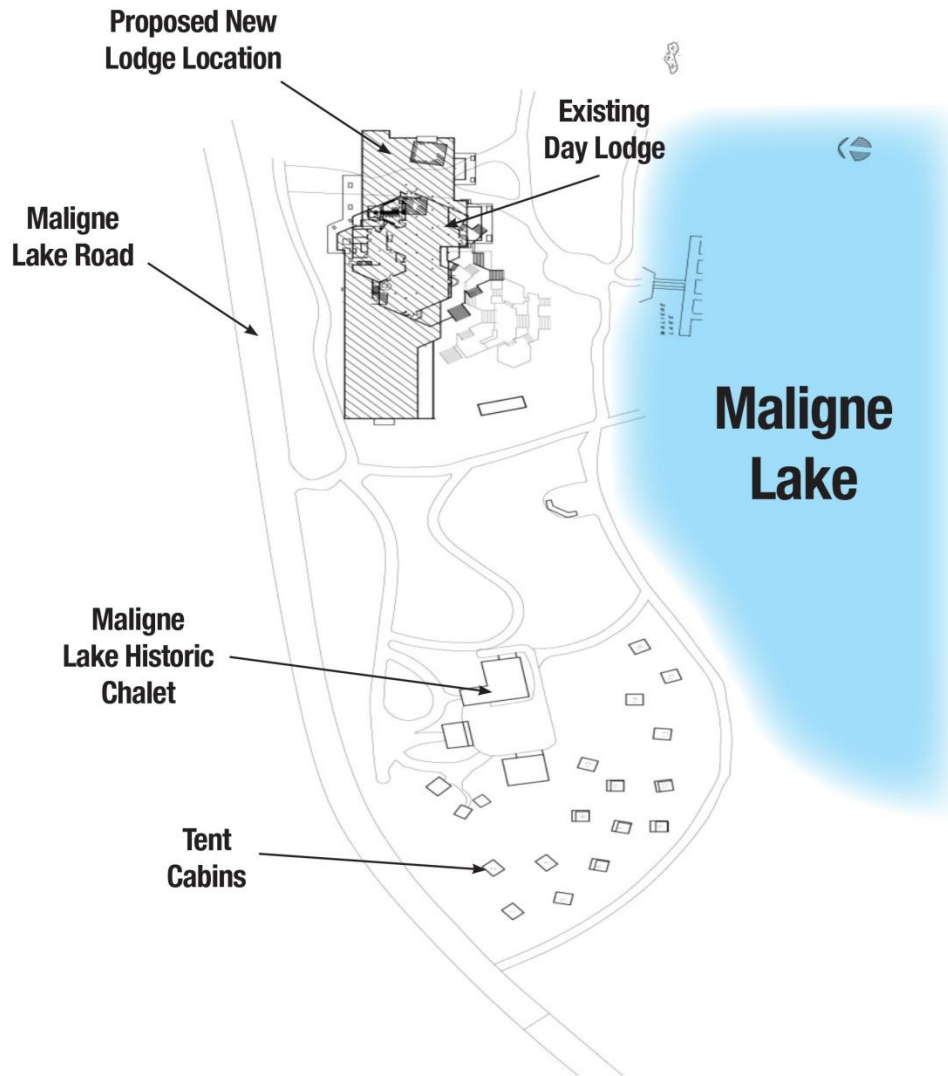
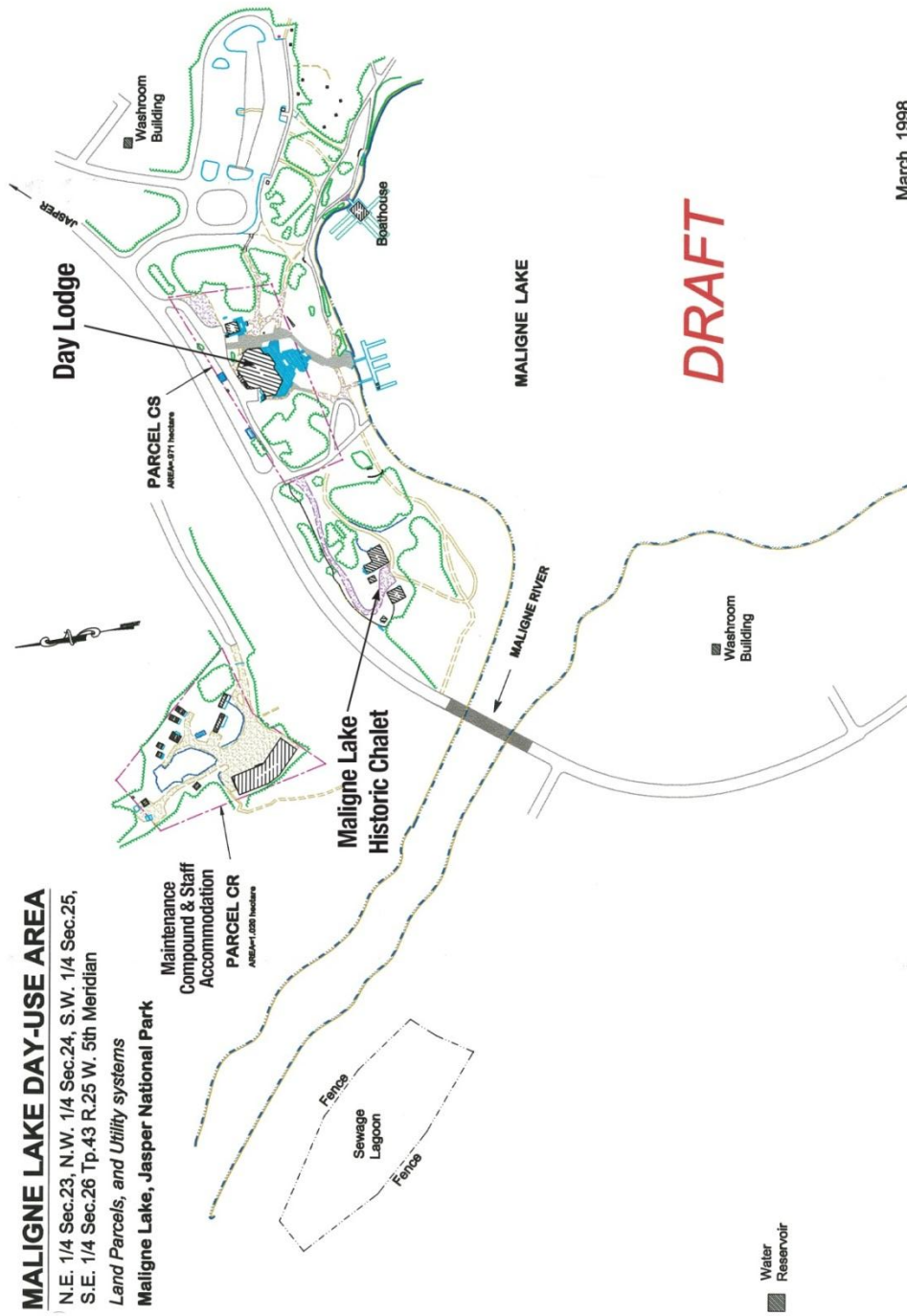


Figure 30 – Draft Site Plan (Detail)
(Actual under development)



March 1998

Figure 31 – Examples of Suggested Lodge Architectural Style
(Actual design under development)



The project designers have created a number of ways by which to capture the essence of the original site's architecture with further consideration for mountain parks heritage overall. Tying and marrying historic roof elements and structure on the new chalet carries the crossover between shed and dormer styles. This takes the sense of scale of the roof visually both horizontally and vertical and minimizes it as sectioning. The second level room elevation has both open and solid handrail sections, breaking the length and allowing a shed roof detail to those solid sections. The fireplace sections large in the and stone sections give to the scale of nature's natural materials. The large scale main see through entrance centralizes entry from road and lake-side alike with colorful decorative panels as a natural way of introducing natures colors. The lodge's smaller lakeside entry dormer gives a human scale for those connecting to the pedestrian roofed walkway/parking lot and nature trails. Lake level stonewall elements , hand hune timbers soften and scale the chalet focusing on natures materials and color making the structure one with nature..

Focusing on some more specific elements, as an example; the character fireplaces (see Figure 32) are from materials handpicked within the local area to maintain the feel and character of the natural surroundings. Noting the lines of the fireplace, are more free flowing as opposed to today's structured lineal look.

Figure 32 – Character Fireplaces



The low slung veranda roof on the Curly Phillips Boathouse (see Figure 33) typifies the character of the era as not only providing shelter from climate and weather, but sunscreen for those sensitive to sun. The scale and size of the timbers (see Figure 34) on the tea house of the original Brewster chalet are of the size and scale that we have incorporated and facilitated in the overall size of the chalet.

Figure 33 – Veranda Roof



Figure 34 – Examples of Timbers



Tying and marrying in the major roof structure on the new chalet carries the crossover between the shed and dormer roof structures. With respect to the roof lines, we've incorporated the style of the era that these historic buildings were built; this helps to minimize the scale of this proposal.

Figure 35 – Highly Preliminary Lodge Main Floor Draft Plan
(Approximation only – actual design and layout under development)

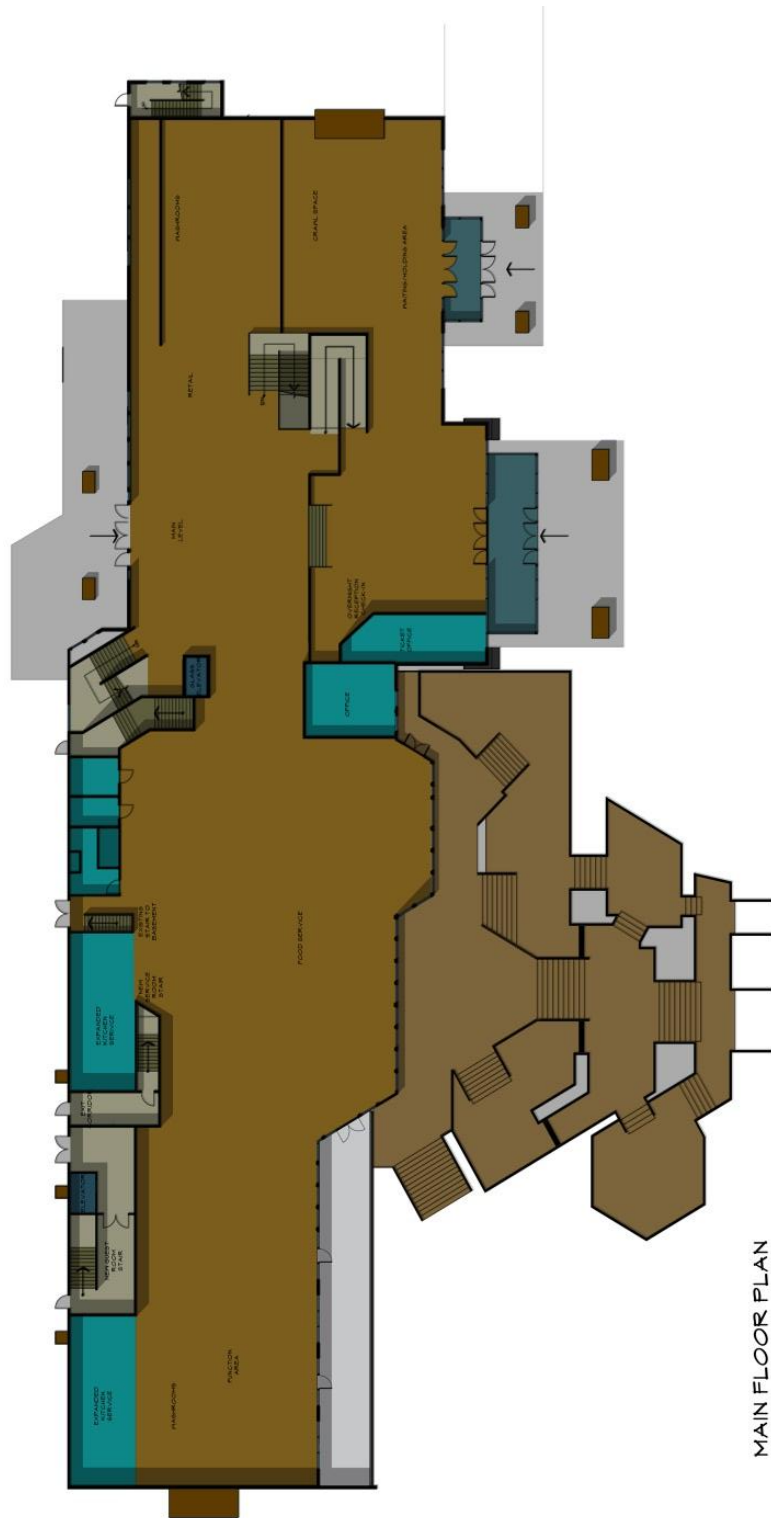
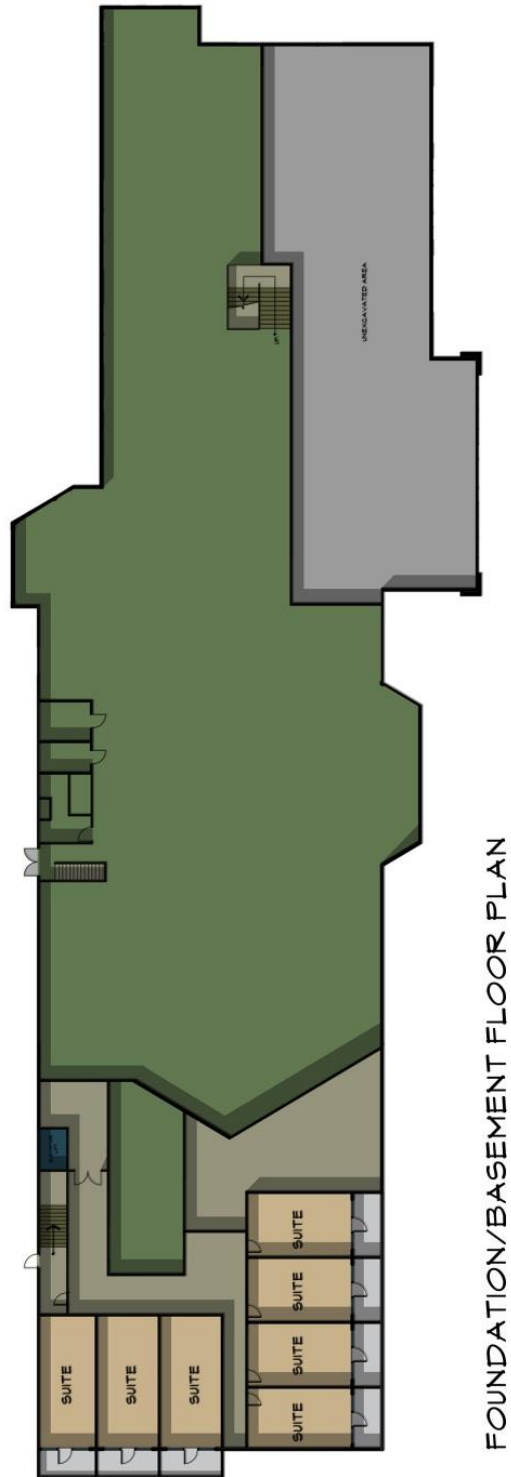
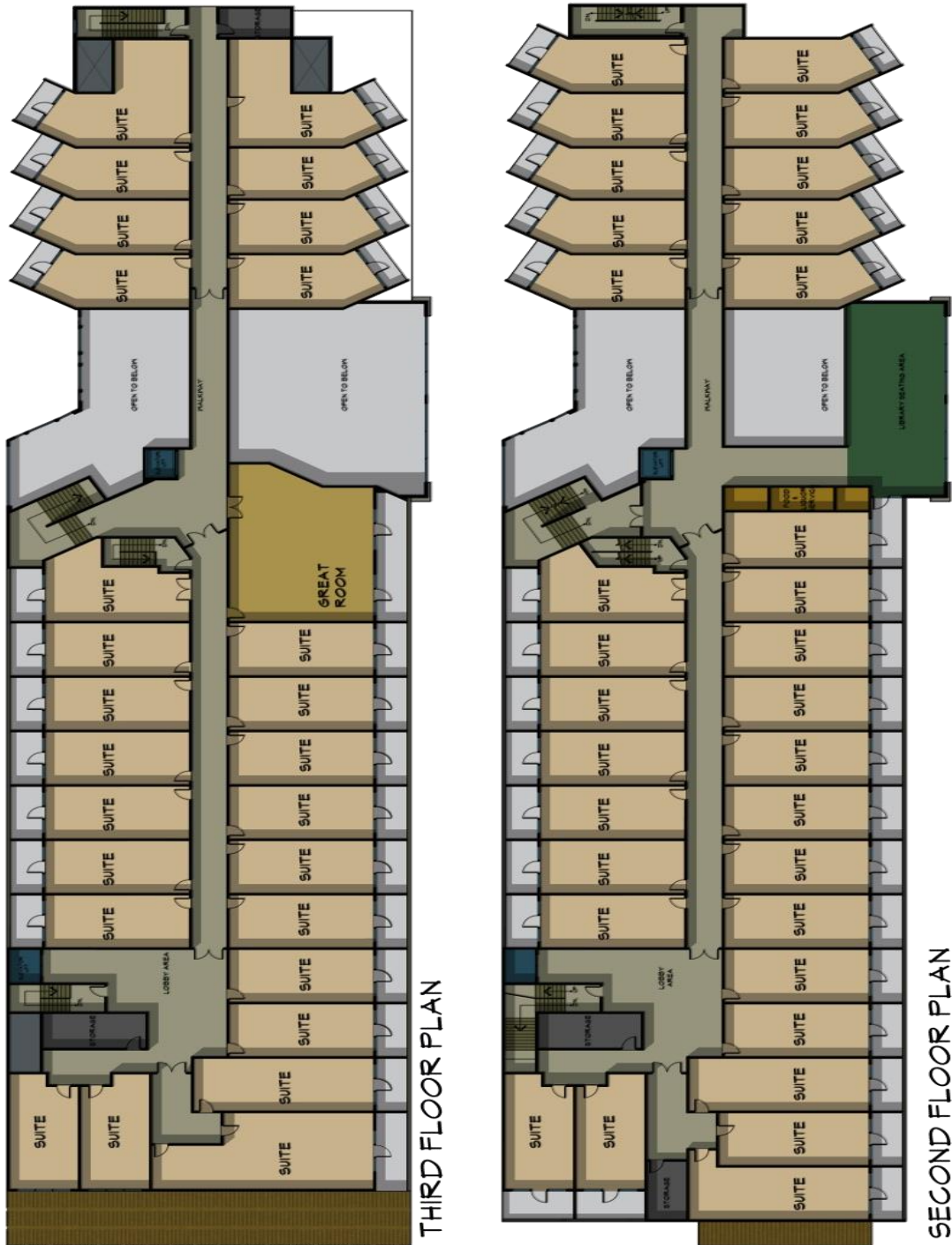


Figure 36 – Highly Preliminary Lodge Basement Floor Draft Plan
(Approximation only – actual design and layout under development)



FOUNDATION/BASEMENT FLOOR PLAN

Figure 37 – Highly Preliminary Lodge Second and Third Floor Draft Plans
(Approximation only – actual design and layout under development)



Proposed Maligne Lake Lodge Spatial Allowances and Capacity

This proposal calls for the following at Maligne Lake Lodge:

- 66 suites (intended double occupancy)
- Foodservice capacity for 325 in the cafeteria plus patio seating (presently MTL is licensed for 250 indoors plus 144 on the deck);
- The introduction of a salon for guests to enjoy alcoholic beverages.
- The basement contains furnaces, the lodge’s water treatment system, an automatic fire sprinkler system equipment and an abundance of dry storage for food, liquor & pop, retail goods, staff uniforms, etc.

The following table lists the itemized and total square footage of the status quo and proposed building footprint.

Use	Proposed Footprint (Square Feet not including decking)	Status Quo Footprint (Square Feet not including decking)
Lobby	2,500	0
Foodservice area	5,500	3,150
Bar and Lounge	1,000	40
Kitchen, dry storage and Janitor room	3,500	1,200
Chef’s office	500	0
Retail	2,500	1,300
Washrooms, family room and Janitor’s closet	3,500	800
Administration office	1,500	850
Ticketing/reception office	500	300
First aid room	500	0
Tour director/driver lounge and washrooms	1,500	0
Staff room and washroom	2,000	500
Total	25,000	8,140

PLEASE NOTE: The above footprint table does not include suites within the footprint at approximately 25,000 sq. ft.

Overnight Parking

Overnight parking for the Maligne Lake Lodge is proposed for Parking Lot # 1 on the east side of the lake which is typically presently empty at night.

Staffing

MTL foresees adding 8-10 housekeeping staff (tent cabins will be easy to clean as they have no bathrooms) plus two serving staff to the existing roster of on-site employees (which in 2013 was 60 persons). Lodge front desk responsibilities will be managed by a repositioned and reconfigured MTL ticket office. All other staff – sales & marketing, maintenance, reservation and administrative personnel will remain the same. The company already serves three meals per

day to existing clientele, therefore there is no envisioned new complement of kitchen staff will remain the same.

Introduction of the History of Wardens Exhibit – Within Leasehold

MTL has initiated research through the Jasper Museum to assist with the preliminary creation of a History of Wardens exhibit which would:

- Typify the life of a warden at Maligne Lake, focusing on stories and folklore associated with wardens and their sojourns at Maligne Lake; and
- Personify the wardens who have served at Maligne Lake.

JNP personnel, including the current warden, will be asked to participate in developing content and checking accuracy for this exhibit. The exhibit's size, scale and location at the site is to be determined, although it is certain to be within the MTL leasehold area (e.g. within the public areas of the renewed Maligne Lake Lodge).

HISTORY OF WARDENS EXHIBIT TARGET MARKETS: Group markets, New Canadians, urban youth and independent touring vacationers.

Wildlife in the Valley Storytelling Experience – Within Leasehold

MTL has initiated research for the creation of a Wildlife in the Valley Storytelling experience to be delivered at fixed times (at regular intervals two or three times daily) at a structured, dedicated storytelling location at or near the proposed new Maligne Lake Lodge (e.g. at the site of the existing historic figures exhibit – see Figure 38). To be scripted in close collaboration with JNP visitor experience personnel, the experience will be one in a series of storytelling 'events' to be staged throughout the day. Both informative and entertaining, the experience will be delivered by an authentic figure (e.g. a retired JNP warden) and will be linked to the proposed *Living with Wildlife* maze.

WILDLIFE IN THE VALLEY STORYTELLING TARGET MARKETS: Group markets, New Canadians, urban youth and independent touring vacationers.

Figure 38 – Historic Figures of Maligne Lake



Maligne at the Box Office Exhibit – Within Leasehold

Virtually every major motion picture company has made movies in Jasper, with Maligne Lake serving as the setting for several notable film projects, including: the Northwest Mountie-themed *The Country Beyond*, starring Olive Borden and Ralph Graves; *River of No Return* with Marilyn Monroe and Rory Calhoun and *The Emporer's Waltz* with Bing Crosby; *The Far Country*, starring James Stewart, Ruth Roman, and Walter Brennan; and the 1954 remake of *Rose Marie* which was shot at Maligne Lake and starred Ann Blyth, Howard Keel and Fernando Lamas. The aptly named *Rose Marie's Rock* – a large rock in the middle of the Maligne River five miles shy of Maligne Lake, was also featured during one of the famous musical numbers from this movie. MTL proposes within the proposed new lodge to create an exhibit highlighting the destination's history and association with Hollywood films.



MALIGNE AT THE BOX OFFICE TARGET MARKETS: Group markets, older couples, New Canadians and independent touring vacationers.

Maligne-thematic Retail Experiences – Within Leasehold

The existing retail offering situated at the existing day lodge is a mixed bag of JNP and Maligne-themed products together with tourist paraphernalia and souvenirs. MTL desires to create, within a new Maligne Lake Lodge, a more purified, on-theme retail experience. Working with specialized retail spatial designers and the overall project architects, MTL will create an experiential space which places much greater emphasis on heritage and cultural elements, local artists and if copyright arrangements can be made, a unique dedicated Mary Schaffer Photographic retail space featuring her images on themed greeting cards, post cards and prints. **MALIGNE-THEMATIC RETAIL TARGET MARKETS:** All markets.

Mary Schaffer Photographic Initiative

Maligne Lake pioneer Mary Schaffer was not just an adventurer and visionary – she was also a prolific visual artist who was captivated with photographing the Canadian Rocky Mountains, including of course Maligne Lake. There are numerous Mary Shaffer hand painted photos, including at least 50 within the Whyte Museum in Banff. MTL intends to use reproductions of Schaffer's work as visual elements within the Maligne Lake Lodge public areas, within lodge rooms or as prints for retail sale, or all three.

MARY SCHAFFER PHOTOGRAPHIC INITIATIVE TARGET MARKETS: Group markets, culture buffs, New Canadians and independent touring vacationers.

Maligne-thematic Food and Beverage Experiences – Within Leasehold

In addition to existing food and beverage services at the current day lodge and the themed Afternoon Tea experience at Maligne Lake Chalet, renewed food and beverage operations at the proposed new Maligne Lake Lodge will introduce a limited number of indigenous and local foods and recipes. Involving both the existing food and beverage team and external sources, MTL will devise ways in which to deliver stronger thematic food and beverage with the aim of being JNP's best on-theme culinary experience. Afternoon Tea, for example, was a tradition in the Rocky Mountains in the days when visitors arrived by horseback at backcountry camps after a long day in the saddle. Maligne Lake Chalet allows visitors to step back in time with the long-time ritual of afternoon tea emerging as one of the most talked about experiences at Maligne Lake. The search is now on for one or more quintessential additional Rocky Mountain or Maligne Lake dishes or culinary experiences which will generate high customer demand, create long-lasting culinary memories of their visit to the site and which can be prepared and served in the proposed new facility.

MALIGNE-THEMATIC FOOD AND BEVERAGE TARGET MARKETS: All markets.

Figure 39 – Maligne Lake Chalet Afternoon Tea



Weddings and Special Events – On Leasehold

Wedding functions have emerged as an increasingly popular element of the business base at Maligne Lake – serving as one of those truly suitable activities having little or no impact on the environment yet connecting new people to Jasper National Park. MTL is interested in hosting more weddings centred around the Maligne Lake Chalet and to model other small themed meeting programs which resemble the hallmarks of a wedding experience (food, setting, etc.) and/or the highly successful Afternoon Tea program.

WEDDINGS AND SPECIAL EVENTS TARGET MARKETS: The weddings market and small corporate and association groups.

Figure 38 – Wedding Function at Maligne Lake



Other to be Determined through Stakeholder Engagement

MTL’s proposal-period stakeholder engagement processes will undoubtedly reveal other new experiences worthy of consideration for the final draft proposal to Parks Canada.

6. Visitor Experience Strategy

PLEASE NOTE: References to environmental and stewardship as related to experiences are explained primarily in proposal Section 7.

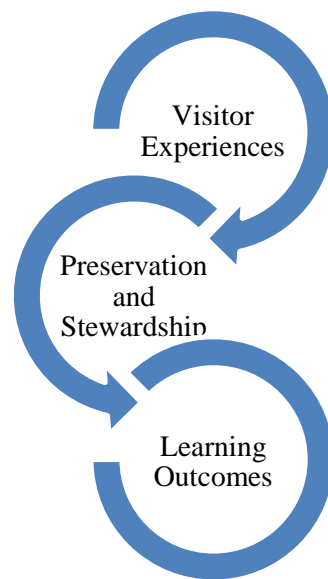
6.1 Visitor Experience Strategy Executive Summary

Since 1885, Canada's national parks and national park reserves network has been developed by the Government of Canada as a special part of Canada. The role of the Parks Canada Agency is to assist the Government of Canada to:

- Protect, as a first priority, the natural and cultural heritage of special places and ensure that they remain healthy and whole;
- To present the beauty and significance of Canada’s natural world and to chronicle the human determination and ingenuity that have shaped the nation;
- To celebrate the legacy of visionary Canadians whose passion and knowledge have inspired the character and values of Canada; and
- To serve Canadians.

In keeping with the foregoing, each of the enhanced and new experiences discussed in proposal Section 5 are linked in that they are seen as suitable to Maligne Lake, that their creation is linked to preservation and stewardship and that they are or will be designed to provide learning outcomes for Canadians (see Figure 40).

Figure 40 – JNP Management Plan Experiential Objectives



As one of Canada’s most prized places, Jasper National Park provides opportunities for Canadians and visitors to Canada to enjoy unique experiences while respecting and sustaining the system’s valuable natural and cultural assets. And while there are no shortages of experiences in the network that carry a considerable “wow” factor, product and experience developers within the agency have enunciated the need to connect visitors with a deeper connection, understanding of and appreciation for Canada’s national heritage places in ways that captivate and engage them. MTL echoes this philosophy. JNP approaches this philosophy based on its ability to fulfill the legislative, legal and aspirational elements of Parks Canada, which begins with the over-arching legal commitment to Canada.

Figure 41 – Legislation, Policy and Plans



MTL fully recognizes the importance of JNP’s need to confirm with Parks Canada agency legislation, policies and plans whenever it considers the creation of new products and experiences within the park. MTL is also aware of and strives through its day-to-day actions to help fulfill Parks Canada’s over-arching vision: *Canada’s treasured natural and historic places will be a living **legacy, connecting** hearts and minds to a stronger, deeper **understanding** of the very essence of Canada.* Figure 42 illustrates the hallmarks of this vision.

Figure 42 – The Pillars of Parks Canada’s Vision



Experiential Key Products and Positioning

MTL fully understands and appreciates the key products and positioning identified by JNP in building its visitor experience team philosophies which are directly linked to the JNP Management Plan, including:



MTL respectfully submits that one important feature is missing from the JNP Management Plan – the significance of Mountain Waterways in the product mix.

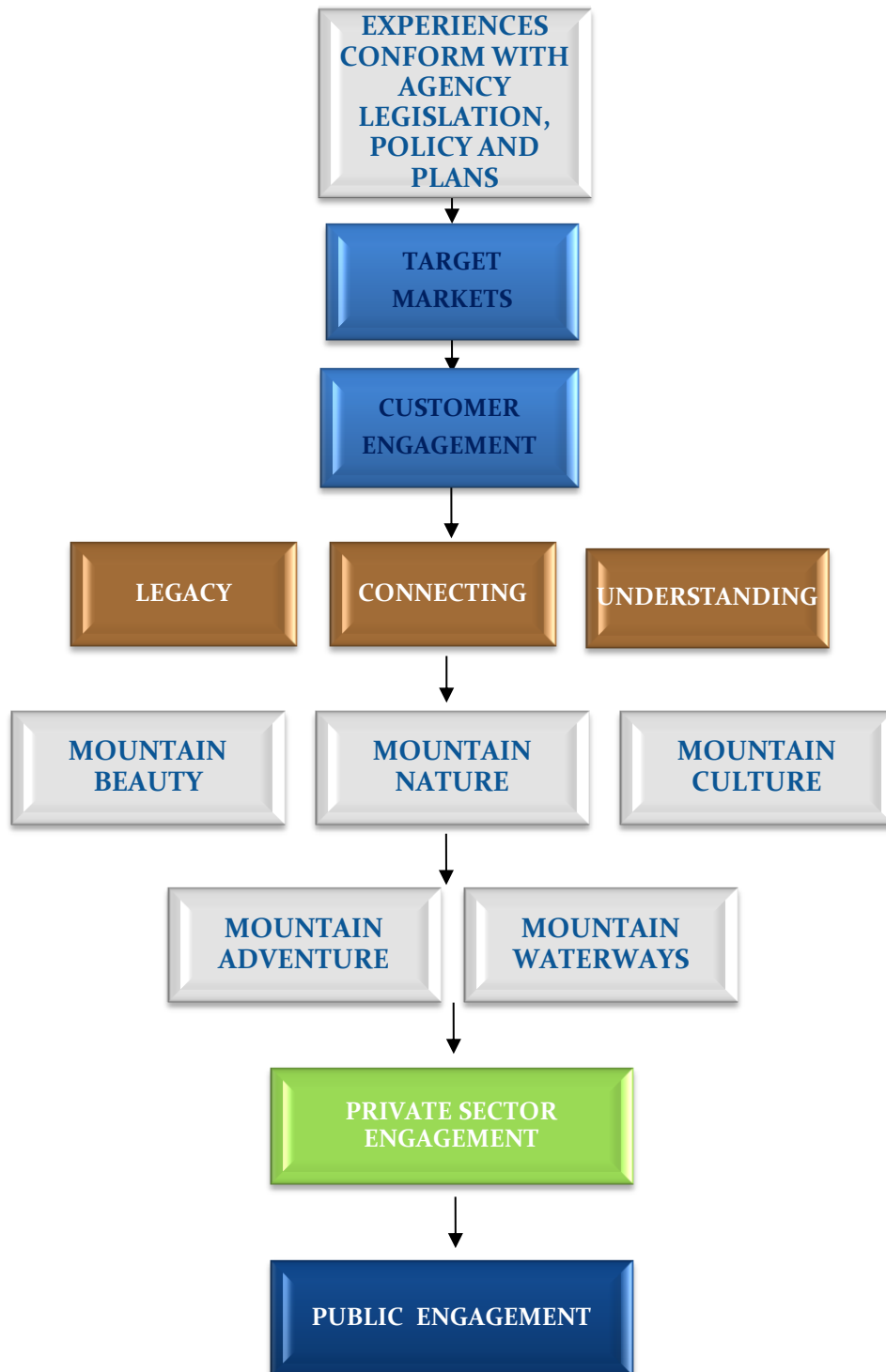


Taking into account therefore JNPMP and MTL’s identification of Mountain Waterways as a missing part of the product formula, JNP’s experiential positioning could, in marketing terms, be characterized as:

Jasper National Park will be competitively positioned as one of Canada’s enduring symbols, offering world class experiences engaged in varying degrees to Mountain Beauty, Mountain Nature, Mountain Culture, Mountain Adventure and Mountain Waterways.

Taking all of the foregoing elements together – legislative, legal, policy, the JNPMP, the need for public engagement – MTL is provided with an excellent guide or formula upon which to build suitable and appropriate experiences at Maligne Lake.

Figure 43 – Summary – JNP Experiential Development Formula



JNP welcomes more than two million visitors per year, half of whom are from outside Canada. However there is a pronounced shift toward more regional visitors and a clear recognition that products and experiences for the future should factor in the needs and demands of New Canadians, urban youth and other new, evolving markets. There are seven key strategies contained within the JNP Management Plan which address these shifts:

- Welcoming Visitors to Mountains of Opportunity – *like Parks Canada, MTL plays a key day-to-day role in this regard as the de facto experience delivery agent at destination Maligne Lake.*
- Bringing the Mountains to People where they live – *while not directly active in this form of outreach, MTL is prepared to join Parks Canada in some future endeavours which fulfill this vision. Rather this is met more by surrogates who use Maligne Lake images in countless consumer environments creating millions of consumer impressions (e.g. the photos of Spirit Island found in restaurants, hotel rooms, a train station and in a hiking shelter in Viet Nam; Evinrude’s use of a photo of the Curly Phillips Boat House in its public advertisements; Carlsburg Beer advertisements with a float plane photo-shopped in; and the image of Maligne Lake in Bell, Rogers & Telus telecom providers’ full page national ad campaign disputing the arrival of competitor Verizon.*
- Celebrating History, Culture and the UNESCO World Heritage Site designation – *MTL has clearly demonstrated its interest in and ability to deliver regarding heritage and cultural preservation and celebration.*
- Ensuring Healthy Ecosystems – *MTL’s day-to-day planning and activities are keenly focused on ensuring healthy ecosystems at Maligne Lake.*
- Fostering Open Management and Innovation – *MTL is a company in transition on the heritage, sustainability and experiential development fronts.*
- Strengthening Aboriginal Relationships – *TO COME*
- Managing Growth and Development – *MTL is involved day-to-day in managing growth and development at Maligne Lake – the company’s new strategic approaches will enhance its ability to do so.*

The Five Types of Customer Engagement

There are five types of engagement at JNP, ranging from those that are passive, to those that are tactile, to those that are fleeting (Drive-Through Awareness):

- Virtual Experience – *MTL is exploring new ways in which to engage Canadians virtually.*
- Drive-through Awareness – *MTL plays a significant role in generating awareness about Maligne Lake and its significance long before Canadians even leave their household to partake in a JNP drive-through experience – a role audible enough that MTL can help drive consumer transition from Drive-Through intentions to actual visitations.*
- View From the Edge – *MTL plays a major role in delivering View From the Edge experiences at Maligne Lake.*
- A Step Into the Wild – *as the de facto collaborative caretaker at Maligne Lake, MTL touches or assists countless visitors who Step Into the Wild independently or who wish to engage in organized, purchasable experiences. New experiences discussed in this proposal would deepen the company’s engagement in this area.*

- Rocky Mountain Wilderness Adventure – *as the de facto collaborative caretaker at Maligne Lake, MTL touches or assists countless visitors seeking Rocky mountain Wilderness Adventure independently or who wish to engage in organized, purchasable experiences. New experiences discussed in this proposal would deepen the company's engagement in this area.*

In order to remain highly relevant, as with any pro-active attraction business, Parks Canada regularly reviews its product mix and experiential offerings relative to existing customers, changing marketplace dynamics and the advent of new tools, models and strategies which can assist in creating and rejuvenating the service offer. Parks Canada and MTL share this philosophy with respect to:

- The development of strategies intended to encompass the renewal or diversification of existing delivered product, as well as the development of new product opportunities, including but not limited to visitor experiences, activities, programs, diversified accommodation, events and services – *MTL's new strategies and plans are in pursuit of suitable and appropriate experiences in each of these areas.*
- Being mindful that products and visitor experiences within JNP must illustrate the significance of their place within Canada's heritage – *MTL has emerged as a n experiential leader within JNP with respect to heritage preservation and celebration (e.g. Maligne Lake Chalet/Curly Phillips Boat House).*
- The creation of sound, logical, customer-centric arguments for federal government and private sector investment, together with stakeholder engagement at JNP – *MTL is keen to make sound, logical, customer-centric investments at Maligne Lake in collaboration with Parks Canada.*
- The identification of potential markets and visitors for the proposed new or existing products – *this proposal is essentially all about the enhancement of existing experiences and the creation of new experiences in meeting or generating consumer demand.*
- Working together and with other community and business interests wherever and whenever it is strategic and logical to do so – *MTL's record as a community supporter, collaborator and partner is well documented in proposal Section 2.5 – Guiding Principles and Tools.*
- Identifying gaps in research which will assist in meeting customer demand in ways that are well managed and controlled – *MTL has and will continue to pursue collaborative research initiatives with Parks Canada.*

Experiential Travel

Travel experiences drive contemporary tourism because they deepen the customer's appreciation of the destination on a highly personal level through exposure to authentic cultural, historical, human and natural values and attributes. MTL is the de facto experiential travel delivery agent at Maligne Lake.

Interpretation

Interpretation involves any communication process which aims to reveal meanings and relationships through firsthand experience with objects, artifacts, landscapes or sites.

Interpretation is an educational activity that aims to reveal meanings about our cultural and natural resources. MTL is the de facto interpretation delivery agent at Maligne Lake.

Experiential Opportunities

JNP offers a variety of experiential opportunities which appeal to a wide cross-section of consumers. MTL is involved in the front-line delivery (or assistance) of each of these seven identified opportunities:

- Adventure at your doorstep.
- Scenic touring.
- Great Canadian camping.
- Wildlife watching.
- Mountain community experience.
- Journey to the experience.

Parks Canada’s Visitor Experience/Travel Products

The following describes those elements which Parks Canada currently facilitates as Visitor Experiences/Travel Products, all of which directly involve MTL as one of JNP’s most visible and customer-engaged front-line experiential and service providers:

- **Activities**...what involves customers essentially through the hands of MTL at Maligne Lake.
- **Services**...how JNP (and essentially MTL) caters to customers at Maligne Lake.
- **Events**...what special occasions welcome visitors essentially through the hands of MTL at Maligne Lake.
- **Programs**...how JNP (and essentially MTL) engages customers at Maligne Lake.
- **Products**...what visitors buy, essentially from MTL at Maligne Lake.
- **Supporting facilities**...where JNP welcomes, serves and accommodates visitors essentially through MTL at Maligne Lake.

6.2 Introduction and Context

Overview- The Climate for New Experiences

MTL provides a wide range of experiences at Maligne Lake as described in proposal section 3. As the company envisions experiential renewal at Maligne Lake, it looks first to its primary partner – Jasper National Park and Parks Canada.



The first thing that becomes clear is that Parks Canada’s visitor experience concept has changed dramatically in recent years, growing out of a desire for increased relevance to Canadians at a time of significant social change. Thinking back to the three core mandate elements and looking at the 1990–2005 period, the protection and education elements of the mandate were well expressed in corporate documents and the agency’s orientation; however, visitor experience had received significantly less attention. Resource reductions in the early 1990s left social science and visitor-related functions with little national-level technical or professional support and limited local capacity. Decisions fell to the local level, which meant that approaches were inconsistent across the agency and often lacked resources. Faced with the societal changes noted above, the agency has since renewed its focus on visitors and their experiences to build the support of Canadians for their national heritage places. Parks Canada’s renewed focus on the visitor experience starts, as one might expect, with the customer:

- **Wishing** – the potential visitor is aware of and wants to experience national heritage places, the opportunities available at those places, and the resulting experiences to be enjoyed. Parks Canada strives to understand the potential visitor and promote awareness of opportunities for the visitor experience – *MTL is intent upon nurturing and protecting Maligne Lake while providing a balanced volume of in-demand outdoor, recreational, interpretive, accommodations, foodservice and retail experiences.*
- **Planning.** The potential visitor is deciding on the destination that best meets her interests, needs, and expectations. The visitor must have access to full details surrounding the potential visit, which can include information on weather, accommodations, fees, and directions – *MTL has developed industry-leading capacity in marketing and customer communication, including its most important vehicle, the MTL web site and the associated links the company promotes.*
- **Traveling.** The potential visitor is on his way to a destination. His way there, or “way-finding,” needs to be straightforward and clear – *MTL recognizes that travel to the Maligne Lake site is essentially a Parks Canada responsibility.*
- **Arriving.** The visitor enters the protected heritage place, is welcomed and receives orientation information and details regarding the opportunities available – *through this proposal, MTL intends to greatly enhance its ability to receive and orient visitors to Maligne Lake.*
- **Visiting.** The visitor participates in, enjoys, and learns from the products, programs services, and facilities offered. When these are designed, delivered, and maintained with the visitor in mind, they create the potential for a positive experience. An important part of the on-site visit is the opportunity for discovery: the hike with friends to an incredible vista, the walk guided by a hand-held device that showcases the story of the special place one is visiting, or dressing up in a period costume. When they truly meet the visitor’s needs on a personal level, guided programs, special events, activities, or interpretation can facilitate outstanding, memorable experiences – *MTL is actively examining and renewing every aspect of the company’s service offer.*
- **Leaving.** The visitor had an enjoyable, meaningful, satisfying, safe, and fun visit. There is a distinct sense of departure and an opportunity to obtain souvenirs as reminders of

their experience – *MTL seeks to enhance the sophistication and enjoyment factors associated with a visit to Maligne Lake, including for example the creation of a new generation of retail products which mirror the heritage aspects of the site and its founders.*

- **Remembering.** The visitor recalls and shares the details of his or her visit through pictures, stories, and souvenirs with friends and family, in person and through social media. The visitor’s memories are filled with positive recollections of the heritage place. These memories can be enhanced by follow-up communications and lead to a return visit – *MTL is active in various forms of social media, providing a perpetual forum for visitors to share the joy and emotion associated with their experiences.*

With this wonderful philosophy in hand, Parks Canada has set the stage for partnerships with companies such as MTL, companies highly adept and familiar at providing outstanding guest experiences.

Product Development Types

There are two types of tourism product development: Tangible, typically considered as infrastructure-related in nature; and Intangible, typically considered as those elements leading to experiential development and product support. The renewal of the subject properties will be subjected to both the Tangible and Intangible aspects of tourism product development.

Figure 44 – Product Development Types

Tangible	Intangible
Transportation infrastructure	Human resource education and training
Destination community infrastructure	Best Practices missions
Fixed roof accommodations	Operator mentorship
Foodservice facilities	Experiential enhancement
Alternative accommodations	Creation of themed organized activities
Retail facilities	Cultural performance development
Heritage and cultural facilities	Story and interpretation development
Outdoor adventure infrastructure	Package theming and construction

MTL has excelled at achieving the balance of Tangible/Intangible tourism development this in many ways, including for example:

- The preservation of Maligne Lake Chalet (Tangible) and the creation of the Afternoon Tea (Intangible) within the Chalet setting; and
- The adaptation of the Spirit Island cruise fleet in terms of greater customer comfort and more environmentally smart engines (Tangible) combined with the renewal of Spirit Island cruise themes (Intangible).

6.3 Over-arching Visitor Experience Outcomes

MTL understands and shares in the pursuit of Parks Canada Agency key Strategic Outcome:

Canadians have a strong sense of connection, through meaningful experiences, to their national parks, national historic sites and national marine conservation areas and these protected places are enjoyed in ways that leave them unimpaired for present and future generations.

The overarching Parks Canada visitor experience desired outcomes include:

- Education and communicating stewardship values are a fundamental part of every aspect of the visitor experience. This begins with trip planning, includes arrival and on-site experiences and concludes with departure.
- Through seamless and quality visitor services/facilities, personalized experiences, interpretive programs and relevant/well-presented stories, visitors are inspired to care about the natural and cultural world of Jasper National Park, specifically the Maligne Lake area and feel connected to it.
- Visitors receive quality guest services from MTL staff. Visitors are aware of the entire menu of available activities at the lake and their stewardship responsibilities.

The 12Essentials of Successful Travel Products

It is MTL's objective to ensure that all of its experiences reach the highest possible experiential standard. The company will do so by filtering its experiences through the *12 Essentials of Successful Travel Products* assessment tool, introduced to JNP during its Visitor Experience team developmental work two years ago and to the company this year through its Forerunner Creative and Tourism Strategies. For existing products, the 12 Essentials tool examines the status quo (Lacking, Meetings or Exceeding) or each experience and provides recommendations regarding how to achieve Exceeding status in all 12 fields. For new products, the tool is used in planning the experience from the ground up.



Figure 45 – The 12 Essentials of Successful Travel Products Assessment Tool



Operation Name: Maligne Tours Ltd.

Assessment Performed by: Harvey Sawler/Forerunner Creative

1. Rate and explain each Essential as currently *Lacking*, *Meeting* or *Exceeding* (Black Type)
2. Then explain how each Essential has the potential to *Exceed* (Blue Type)

Essential	Rates as Lacking	Rates as Meeting	Rates as Exceeding
<p>Theme-Brand Does the theme accurately and honestly represent what is going on within the experience? Does the brand express a unique selling proposition (USP)?</p>			
<p>Accessibility How accessible will the proposed experience be for customers seeking to conduct a purchase?</p>			
<p>Web and Domain Strength How does the URL perform in terms of search engine optimization? How useful and informative is the web site in meeting consumer needs and in closing the sale?</p>			

<p>Essence of the Destination Does the experience live up to the standard of the brand promise? Does the experience exhibit primary characteristics of the destination, culturally or otherwise?</p>			
<p>Sense of Place Is the proposed experience associated with a unique place or site? (e.g. Did something historic happen there? Does it have a unique physical characteristic? Are there legends or heroes associated with the site?)</p>			
<p>Authenticity Does the proposed experience present something that is authentic about the destination?</p>			
<p>Emotional Trigger How will the proposed experience emotionally capture the customer?</p>			
<p>Educational/Enriching What are the specific educational elements of the proposed experience? How will the proposed experience specifically enrich the life of the customer and create a personal sense of accomplishment or reward?</p>			
<p>Entertaining What are the techniques, ideas or actions within the proposed experience which create joy, laughter and fun?</p>			
<p>Hands-on How will the proposed experience physically engage the customer?</p>			
<p>Value-Added Proposition What specific idea or action does the operator propose to add unexpected value to the experience?</p>			
<p>Sense of Excitement What specific ideas or actions does the operator propose to ‘blow the customer away’?</p>			

Higher-Yield Visitors

One of the key benefits of the new MTL strategy will be the attraction of more higher-yield visitors. MTL is confident that the more sophisticated its experiences become, the more sophisticated and ‘well-heeled’ its visitors will tend to be. In fact, the core principle behind the proposal to bring overnight accommodation at Maligne Lake into the fold is to attract premium-paying customers who share a respect for all of the key attributes of Maligne, highlighted by quiet, solitude and a sense of sanctity. This strategy accepts the premise of attracting fewer customers who pay more for different and better experiences versus a strategy which relentlessly pursues more and more visitors and which compounds the human footprint at the destination. Note the following excerpt from a 2010 blog article by Arcade Destination Branding (www.brandarcade.com):

“The fact is, with Canada's ever-strengthening dollar, the comparatively high price of air access to Canada, and other economic factors, Canada is becoming a more expensive vacation destination whether we choose to market it as such or not. And the more expensive we become, the harder we have to work at convincing travelers that we're worth their investment in time and money.

By targeting higher-yield travelers (those folks who stay at more expensive hotels, demand correspondingly better service and amenities, and who tend to spend more at a wider variety of attractions and activities), we're putting ourselves in a position of having to portray a more "premium" image of Canada.

If we all do our jobs well, the folks who can afford to pay for those "premium" experiences will come.”

The challenge for MTL, therefore, is to renew itself more as a premium experience company. This will be a gradual transition for typical day adventures and experiences at Maligne Lake, but it will be immediately evident in the makeup of the overnight accommodation customer base in that the high privilege of staying overnight will be a premium ‘event’ in their lives. Over time, the more prestigious Maligne Lake becomes as a destination – owing in large measure to more sophisticated experiences, the re-introduction of tent cabins and the introduction of an overnight lodge – the more other customers will consider exposure to any experience at Maligne to be special and closer to the premium plateau. The over-arching effect of this strategy points to the status quo or less numbers of visitors versus the constant financial pressure for the classic ‘sheer growth’ approach which many travel companies espouse. Instead of being just another Canadian Rockies experience off of a list, Maligne Lake can stand out as a badge of higher pride for every Canadian and world visitor who arrives at the destination.

6.4 Over-arching Protection and Stewardship Outcomes

In the fall of 2002, MTL contracted an independent third-party expert to conduct an overview of ecological/environmental conditions (e.g. related to wildlife, vegetation, water, climatic limitations, etc.). Executed by highly regarded Golder Associates Ltd. of Calgary, Parks Canada is in receipt of this work which is highlighted by a list of proposed key differences between then-

existing operations and then-future operations as contemplated by the lease and licenses of occupation:

- Restrictions on capacity, seasonal and daily hours of operation and geographic limitations of activity – *these restrictions are adhered to by MTL.*
- Devolution of the waste water treatment system from Parks Canada to MTL – *this devolution has occurred.*
- MTL’s assumption of responsibility for upgrading and maintaining the Spirit Island venue public washrooms – *this assumption of responsibility has occurred with outstanding results.*
- MTL’s assumption of responsibility for operation and maintenance of the Maligne Chalet – *this assumption of responsibility has occurred with outstanding results.*
- MTL becoming responsible for its own freshwater drinking system including underground distribution systems – *this assumption of responsibility has occurred.*
- Seasonal occupancy only – *MTL continues to operate at the site on a seven-month seasonal basis only (April-October) and new visitor experiences discussed in this proposal will retain the ‘seasonal-occupancy’ lease arrangement.*

Now in 2013, MTL has contracted Ventus Development Services, based in Alberta, to assist in the development of a comprehensive and stewardship strategy (please see the beginnings of this strategy in proposal Section 7).

6.5 Over-arching Learning Outcomes

One of the most noteworthy and positive outcomes of the entire MTL proposal for experiential enhancement at Maligne Lake is the impact being felt and to be felt concerning interpretation, learning, inter-activity in the destination’s natural pristine environment and the lingering, value-added takeaways that are being designed into every MTL experience. Every facet of the new experience strategy is front-ended by research, renewal of scripting, original new scripting, etc. based on tried and true themes, as well as a host of new themes from *Living with Wildlife* to *the History of Wardens* to the *Voyageur Canoe Excursions*. Even in circumstances when visitors will be unaware (e.g. the heritage-linked Afternoon Tea or the proposed new experiential retail initiative), they will be exposed to learning about Maligne Lake, JNP and the Canadian Rockies heritage.

6.6 Target Visitor Market and Visitor Product Match

The JNPMP states that the park is in particular pursuit and the welcoming of new Canadians, urban youth, families and less experienced park visitors. This entire proposal is predicated on creating significantly deeper and richer interpretation, storytelling, heritage products, retail experiences, culinary experiences and overnight accommodations opportunities, all of which will contribute to guiding Canadians toward nature, toward heritage, toward culture, toward science and toward return visits to JNP.

The JNPMP states:

“A primary concern for Parks Canada is to ensure national parks have continued relevance in a changing, more urban Canada. Jasper National Park can contribute to resolving this concern by renewing and reinventing visitor experience in ways that respond to the motivations and interests of the full range of Canadians. Parks Canada will work with partners to improve the quality of national park opportunities provided and maintain or increase visitor satisfaction. Increasing visitation provides the opportunity for more Canadians to establish the deep personal connections that arise through personal experience of authentic, inspiring places. Those connections are the basis for maintaining the enduring support for heritage conservation that is essential to sustain Canada’s protected areas legacy into the future.”



In an era when JNP (and Parks Canada generally) has fewer resources for the creation of experiences which can deliver on the above-stated objective, the role of companies such as MTL becomes all the more important and the mission/opportunity all the more apparent. The following table provides a basic illustration regarding how even just a sampling of MTL’s existing and proposed experiences work in advancing the customer targets and intentions expressed within the JNPMP.

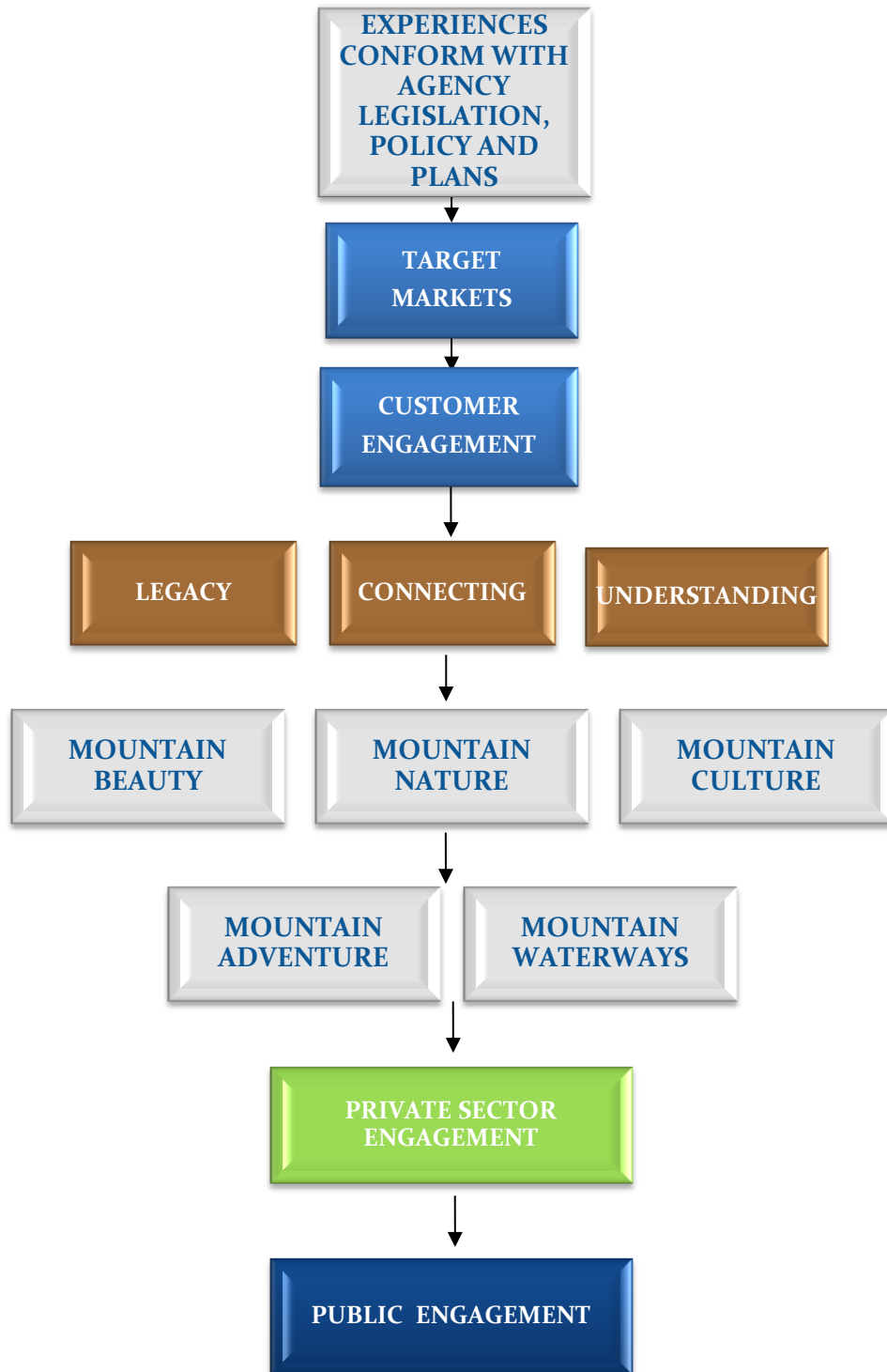
Figure 46 – JNP Management Plan Target Customer Product Match Mix

MTL Existing or Proposed Experience	Urban Youth	New Canadians	Less Experienced Park Users
New Spirit Island Cruise Themes	✓	✓	✓
Guided Kayak and Canoe Experiences	✓	✓	✓
Hiking	✓	✓	✓
Afternoon Tea	✓	✓	✓
Living With Wildlife Maze	✓	✓	✓
Earth-caching	✓	✓	✓
Voyageur Canoe Excursion	✓	✓	✓
History of the Warden Exhibit	✓	✓	✓
Mary Schaffer Photographic Retail Exhibit	✓	✓	✓
Maligne-themed Retail Experience	✓	✓	✓
Maligne-themed Culinary Experiences	✓	✓	✓
Storytelling Programs	✓	✓	✓
Tent Cabins	✓	✓	✓
Roofed Accommodations	✓	✓	✓
Fisherman’s Special	N/A	N/A	N/A

6.7 Guest Services and Facilities/Infrastructure

As introduced in detail in proposal Section 6.1, JNP is formulaic in the manner in which it envisions building new products and experiences. MTL strives to qualify, quantify and build products and experiences in accordance with the JNP visitor experience formula as illustrated through Figure 47:

Figure 47 – Summary – JNP Experiential Development Formula



MTL is prepared to subject/filter each of its proposed experiences to the above formula in order to help determine the relevance and suitability of each experience to Maligne Lake and environs.

6.8 Current and Future Programs and Services

MTL's status quo experiential, learning and stewardship programs/initiatives are currently undergoing a comprehensive renewal process, details of which are referred to in the foregoing sections of this proposal. The company has recognized that in virtually all of its programs and services and with new facilities, that it can serve as a model in experiential, learning and stewardship renewal within JNP, within Alberta and within Canada.

6.9 Education and Learning Programs

As described in the foregoing sections of this proposal, MTL's approach to education and learning within the context of JNP is currently undergoing a comprehensive renewal process bringing into play:

- External research and archive expertise;
- External theming and branding expertise;
- External experiential scripting expertise;
- External interpretation expertise; and
- Collaboration with the JNP Visitor Experience Team.

6.10 Promotions, Arrival, on-Site, Departure and Post-Trip Memories

MTL will provide a seamless visitor experience based upon:

- An engaging and inter-active web presence;
- A powerful new sense of arrival and reception capability through the professional design and installation of uniform new way-finding, directional and interpretation signage;
- The creation of increased emotional attachment to the destination resulting from enriched interpretation and new experiential themes; and
- The creation of post-trip memories emanating from enriched, value-added experiences which are shared through word-of-mouth and through contemporary viral and social media networks such as TripAdvisor.

6.11 Staff Training

MTL is engaged in a wide spectrum of customer service, front line and specialized training initiatives, including:

- Fire Fighting (Helmig Fire Equipment Inc.);
- Wajax Pump training In House (Floyd Coleman);
- WHIMS;
- Food Safe;

- Pro-serve On Line Alberta Liquor Board;
- Marine First Aid (Henri Gendre);
- CPR (Henri Gendre);
- AED (Henri Gendre);
- Marine Emergency Duties (in-house);
- Small Vessel Machine Operator (in-house);
- Master's Limited (in-house);
- Gros Morne Institute of Sustainable Tourism;
- Guide Training Workshop Earth Rythms.

6.12 Agreement on Operating Principles/Benchmarks

Proposal Section 2.5 details MTL's Guiding Principles and Tools which guide the company's plans and actions. Section 2.6 illustrates and describes the company's Operating Pillars which are focused on experiential renewal and enhancement, heritage and cultural preservation and environmental stewardship. As well, the proposal contains numerous references to MTL's strategic alignment with the JNPMP. Finally, MTL expects to receive, with acceptance of this proposal, a clear set of JNP/Parks Canada guidelines and requirements in relation to its own and other principles and their benchmarks.

6.13 Monitoring and Reporting

MTL expects to receive, with acceptance of this proposal, a clear set of JNP/Parks Canada guidelines and requirements for monitoring and reporting.

7. Environmental Stewardship Strategy

7.0 Stewardship Strategy

7.1 Introduction

Sustainability is a key element of MTL's renewed vision:

“Maligne Lake is an authentic Canadian heritage destination which will be sustained as a pristine place offering the best heritage and adventure experiences in Canada.”

MTL takes a broad view of sustainability, recognizing that long-term sustainability requires not only environmental stewardship but social and cultural integrity and economic prosperity as well. The continued appeal of Maligne Lake as a must-see destination in Jasper National Park and the Canadian Rockies depends on the preservation of its natural and heritage assets, and the provision of high quality visitor amenities and services that encourage safe and fulfilling use and

enjoyment of these assets. The ongoing stewardship of these assets and delivery of unique, authentic, and memorable visitor experiences depends on a strengthened and sustained revenue base.

All of these elements of sustainability are addressed in this Conceptual Proposal; this section outlines MTL's Stewardship Strategy, focusing in particular on how MTL plans to foster environmentally and culturally responsible development and use of the Maligne Lake visitor hub in the context of the redevelopment plan. For clarity, specific commitments are *italicized*.

7.2 Environmental Setting

The following description of the environmental setting of Maligne Lake and MTL's existing and proposed facilities and services is summarized from the Environmental Assessment Screening for Lease Renewal and Licences of Occupation for Maligne Tours Ltd. (Golder 2003).

Maligne Lake is located in Jasper National Park, about 48 km southeast of the town of Jasper. Maligne Lake is the largest lake in the Park, about 22.5 km long and up to 1.5 km wide. Jasper National Park is situated in the Rocky Mountains of Alberta. The climate is characterized by long, cold winters and short, cool summers. Precipitation and temperature vary throughout the year. January is the coolest month, with an average temperature of -12.8°C, while July is the warmest month, with an average temperature of +15.1°C. The average annual precipitation in the Park is 409 mm, with more than two-thirds falling as rain. Due to its higher elevation, Maligne Lake experiences cooler temperatures and more precipitation than Jasper townsite. The average annual precipitation at Maligne Lake between 1966 and 1980 was 565 mm (Holland and Coen 1983).

Maligne Lake lies within the Brazeau ecosection of the lower subalpine ecoregion, characterized by hummocky weathered bedrock landforms. The area occupied by MTL's existing and proposed facilities is dominated by well-drained brunisolic soils over Mesozoic shale bedrock (Holland and Coen 1983). The area is characterized by lodgepole pine, Engelmann spruce, and subalpine fir forest.

Maligne Lake was naturally non-fish-bearing, but was stocked with rainbow trout and brook trout in the first half of the 20th century to promote recreational fishing. The lake now supports self-sustaining non-native fish populations. The Brazeau ecosection, within which the Maligne Lake facilities are located, is considered moderately important to wildlife, but highly important to small mammals, moose, and deer (Holland and Coen 1983). Mule deer, harlequin ducks, wolves, black bear, grizzly bear, mountain goat, and woodland caribou also occur in the Maligne valley. The outlet of Maligne Lake is a designated Environmentally Sensitive Site (ESS) for the protection of harlequin duck habitat. A small herd (six individuals) of woodland caribou use the Maligne valley, moving from subalpine areas in the winter to higher elevation alpine meadows in the summer. Parks Canada has modeled the probability of occurrence of caribou around the Maligne Lake facilities as low in both summer and winter (*Maligne Valley Situation Analysis*, Parks Canada 2013). Parks Canada has modeled the probability of grizzly occurrence around Maligne Lake as medium to high and the probability of movement around the edge of the lake and along the river as high (Parks Canada 2013). Parks Canada staff have observed between five

and ten grizzly bears using the Maligne valley each year (Parks Canada 2013). There is currently no resident wolf pack in the Maligne valley, but wolves do venture into the valley in search of prey (Parks Canada 2013).

The area of the Maligne Lake facilities, with the exception of the ESS at the Maligne Lake outlet, as noted above, is currently zoned as Zone IV Outdoor Recreation, in which direct motor vehicle access and a wide range of opportunities, services, and facilities are permitted.

7.3 Site Use

Historic Site Use

While evidence of pre-contact use of the Maligne valley is scarce, it is likely that Aboriginal people trapped in the area around the north end of Maligne Lake periodically (Parks Canada 2013). Fred Brewster and Curly Phillips were the first licenced outfitters operating at Maligne Lake in the early part of the 20th century. Two backcountry camps with tent cabins provided overnight accommodation at Maligne Lake to visitors who came to enjoy backcountry trail rides on a network of trails developed in the area. Fishing became popular after Maligne Lake was stocked. Fred Brewster built the Maligne Lake Chalet from 1925 to 1927 to accommodate visitors. Curly Phillips build the Boathouse in 1929; Phillips also provided tent cabin accommodations and a base for trail riding, guided fishing, and cruise boat service from the mid 1920s until 1938. Maligne Tours Ltd. has operated a boat/rental and guiding business at Maligne Lake since 1956 (Golder 2003).

Current Site Use

MTL currently has about 60 full-time staff during the operating season. There are 13 staff accommodation rooms currently on site, but only five people currently live at the site full-time during the operating season. No staff are present on site during the winter/off-season.

Data regarding the number of visitors to Maligne Lake are lacking. Using historic traffic data collected at a counter at the lower end of the Maligne Road, Parks Canada has estimated about 380,000 people visit the Maligne Valley each year. This estimate is also based on assumptions about the number and average occupancy of buses and cars (in turn based on other traffic analyses and surveys at Maligne Lake and elsewhere in Jasper National Park). There are no data to distinguish between the number of vehicles/visitors who stop at Maligne Canyon and Medicine Lake and those who drive all the way to Maligne Lake; however, Parks Canada has assumed that most (90-95%) of the vehicles that pass the traffic counter continue all the way to the lake. MTL estimates that about 2,000 people visit Maligne Lake on a busy day in the summer.

According to Parks Canada, use of the Maligne Road peaks in July and August, with about 22,000 to 25,000 vehicles per month, followed by June and September. The lowest level of vehicle traffic (about 770 vehicles per month) occurs in January. Vehicular traffic between May and October accounts for more than 90% of total annual traffic volume on the Maligne Road, and likely the majority (95%) of annual visitors. Parks Canada has noted that annual traffic volumes on the Maligne Road are relatively stable (over the eight-year period of record from 2003 to 2010), consistent with observed park visitation. Vehicle traffic is highest on weekends

and between the hours of 10:00 am and 3:00 pm. There are four parking lots located at Maligne Lake; these are owned and operated by Parks Canada. There are currently no data available regarding the capacity of these lots or the number of vehicles arriving at Maligne Lake.

During summer, Parks Canada estimates the average length of a visit to Maligne Lake is 3.5 hours, with 85 percent of visitors spending between one and six hours at the lake.

Parks Canada has estimated (based on a visitor survey conducted in July and August 2012) that about half of visitors to Maligne Lake participate in hiking, while about a third dine at the day lodge or chalet. About 27 percent of visitors take a boar cruise on Maligne Lake, while about 16 percent may rent or use a personal boat on the lake. Other visitor activities reported include picnicking (about 16 percent of visitors), wildlife viewing, and fishing.

Data from trail user surveys and trail sensors collected by Parks Canada indicate that seasonal trail usage (*i.e.*, May to October) in the Maligne Lake area ranges from about 5,450 on the Bald Hills trail to about 9,800 on the Mary Schäffer Loop trail. Peak trail use occurs in August. There are no data available for the number of people currently using the day lodge, although it is safe to assume that more visitors use the day lodge area than the hiking trails.

The total number of visitors (including group tours) taking one of MTL’s boat cruises ranged from a high of 91,319 in 2005 to a low of 63,326 in 2009, a 31% drop. MTL ran 2,300 tours in 2005 and 1,619 tours in 2009, with a low of 1,608 tours in 2010. The number of guests taking group tours to Spirit Island dropped from a high of 43,427 in 2005 to a low of 18,430 in 2009, a 57% drop.

Forecast Use

The proposed redevelopment would require the addition of eight to ten housekeeping staff and two servers. All other staffing levels, including reception, ticketing, sales and marketing, reservations, administration, maintenance, and kitchen staff, are expected to remain the same. No new staff accommodation is proposed, as the existing staff accommodation is under-used at this time.

The proposed redevelopment is not expected to substantially increase the number of visitors or vehicular traffic to Maligne Lake. Instead, the redevelopment will provide improved service and more diverse recreation options to Park visitors, to enhance their experiential enjoyment of the natural and cultural assets of the site.

MTL plans to use the existing available parking (parking lot #1 on the east side of the lake) to accommodate overnight guests. These lots are currently empty at night, and there is adequate capacity for the expected maximum number of overnight guests. No new parking facilities are expected to be required.

Available information regarding current and forecast uses is summarized in the table below.

Item	Current Use	Forecast Use
Full-time staff (peak season)	60	70-72

Visitors (per day)	About 2,000	No change
Vehicle traffic (per month, peak)	22,000 to 25,000	No change
Parking	Four lots	No change
Power demand	90 kW	150 kW
Water consumption (per day)	1,500 gallons	To be determined during design phase
Sewage (per day)	Unmetered	No change to existing sewage facilities required
Solid waste removal	One dumpster emptied every other day in peak season	No change
Recyclables removal	Cardboard removed daily in visitor shuttle, other recyclables removed weekly in visitor shuttle	No change

7.4 MTL’s Sustainability Priorities

In all of its activity, MTL is guided by key sustainability priorities, including:

- minimizing the environmental effects of visitor use at Maligne Lake;
- conserving heritage resources;
- meaningful stakeholder engagement; and
- public safety.

Minimizing Effects

MTL has taken steps to reverse past impacts and minimize the environmental effects of ongoing visitor use at Maligne Lake, including at the existing day lodge, on the water, and at iconic Spirit Island. The redevelopment plan integrates additional measures to minimize the effects of future operations and preserve the environmental integrity of Maligne Lake, as described further below.

Conserving Heritage Resources

Exploration and discovery at Maligne Lake has been an integral part of the story of Jasper National Park for more than a century. The evidence of this human endeavour and experience is preserved in the many heritage sites and resources still remaining at Maligne Lake. Conservation of this heritage is important to the continued role of Maligne Lake as a destination and to the preservation of the cultural fabric of Jasper National Park.

Stakeholder Engagement

MTL appreciates the privilege of operating on public lands in Jasper National Park, and recognizes the importance of engaging the public and key stakeholders, including Parks Canada, to ensure that the delivery of visitor services at Maligne Lake continues to serve the public interest, as articulated in the Jasper National Park Management Plan. MTL will engage the

public and other stakeholders regarding the redevelopment plan in the context of Parks Canada's planned public engagement for the draft Maligne Valley Area Concept Implementation Strategy.

Public Safety

The safety of visitors to Maligne Lake and of our employees is and will always be paramount. MTL takes seriously our responsibility to educate our staff and guests on safe and responsible use and enjoyment of the natural and heritage assets of Maligne Lake, and will continue to take measures to ensure the safety of people and wildlife.

These priorities are reflected in each of the Strategy Elements described below.

7.5 Strategy Elements

The key elements of MTL's Stewardship Strategy include:

- sustainable building, including energy conservation;
- alternative power generation;
- waste management;
- dark sky preservation;
- wildlife stewardship;
- heritage conservation; and
- public safety.

7.5.1 Sustainable Building

7.5.1.1 Overview

Sustainable building refers to the practice of reducing the overall impact of the built environment on human health and the natural environment. It involves creating structures and using processes that are environmentally responsible and resource-efficient throughout a building's life-cycle, from siting to design, construction, operation, maintenance, renovation, and demolition. The aspects of sustainable building most relevant to the context of MTL are briefly described below.

Energy Efficiency

Energy efficiency is one of the key features of sustainable building, and rightly so, as this is where many of the tangible cost savings of sustainable building are realized during the operational lifecycle of the building.

Energy efficiency must be considered early in planning so that low-cost options, like building orientation and passive environmental controls, can be integrated into the design in the most cost-effective manner. These include a wide variety of techniques, such as planning for solar heat gain and shading, use of natural cooling by wind and air currents, and leveraging the thermal mass in structures themselves to moderate heating and cooling requirements.

Sustainable building involves the design of indoor spaces to take into account the availability of light throughout the day, and maximizing the use of natural light, which not only reduces energy demand but contributes to occupant health and well-being.

And of course, the selection of lighting fixtures, plug-in appliances, and energy equipment and technologies, and efficient electrical system design and integration, are key factors in achieving energy efficient developments.

Last, but not least, design and construction of the building envelope itself is a significant factor in energy efficiency. Ensuring the integrity of the building envelope through the use of insulation and seals around doors and windows is critical, and already mainstream practice for the most part.

Water Efficiency

Like energy efficiency, water efficiency is one of the big-ticket items in sustainable building. Water efficiency focuses on minimizing the need for water inputs and maximizing the efficiency of water-using equipment. The selection and installation of water-saving fixtures and appliances and pipe insulation is common, while other options, like on-demand water heating, rainwater harvesting, and greywater treatment and recycling, are increasingly mainstream. Stormwater management is also an important sustainable building practice.

Resource Efficiency

Resource efficiency pertains mainly to the selection and use of materials, and it contributes to both minimizing the overall impact of development and the quality of the indoor environment. This aspect considers the so-called “Rs” – reduce, re-use, recycling, and the use of renewable materials, as described below.

- **Reduction** in particular focuses on minimizing the use of new or raw materials and reducing the amount of waste generated during construction and the building’s lifecycle. Using prefabricated structural components in an effort to reduce on-site construction waste is an example of sustainable building best practice.
- **Re-use** emphasizes thoughtful retrofitting of existing buildings, where possible, and, where demolition is required, the re-use of materials on-site, where feasible, or their redirection to re-use facilities.
- **Recycling** pertains to not only the diversion of recyclable materials from landfill during construction, but also, and perhaps more importantly, adopting a cradle-to-cradle approach that maximizes the use of recycled and recyclable materials in construction. Many construction materials -- such as cellulose and some mineral fiber insulation, steel "stud" framing, manufactured and structural wood products, and sheathing for building exteriors -- are now made from of recycled, renewable, and reused materials in concentrations ranging from 25% to nearly 100% in their overall content of recycled materials. Where performance, durability, energy efficiency, and cost trade-offs appear reasonable, using such materials boosts overall energy efficiency, can greatly benefit the environment, and creates jobs and markets for such materials. Sustainable building also requires planning for recycling by users throughout the building lifecycle, by providing facilities for recycling and composting.

- Sustainable building also promotes the preferential use of **renewable** materials and energy, over non-renewable options.

Another important aspect of resource efficiency is local sourcing of construction materials, such as wood, aggregate, and other manufactured products. Using local materials whenever possible reduces excess energy use from transporting materials long distances and helps local economies by increasing jobs and keeping cash-flows and tax revenues in the community.

Indoor Health

Indoor environmental quality is an important aspect in terms of both employee and visitor health and productivity. Issues like air quality, noise, vibration, electromagnetic radiation, and toxins (like offgassing volatile organic compounds, mold, mildew, radon, formaldehyde, and smoke) must be considered in building design, material selection, and equipment specification (like air filtration).

The design of working and living spaces to isolate nuisance sources is an important design step, as is integrating natural light to improve indoor environmental quality.

Indoor environmental quality is one aspect of sustainable building that requires careful attention throughout the building operation, as maintenance and cleaning activities can be sources of indoor health issues.

Respect for Site

This aspect of sustainable building takes into consideration the impact of the development *on* the site and the impact of the *site on* the development. The orientation and shading of a building, its physical size, and its disturbance of natural vegetation all can negatively impact the quality of use of surrounding property. Conversely, the attributes of the site, such as how it can contribute to energy efficiency through passive heating and cooling, lighting, views, and access to recreational activity, are all important factors in sustainable building.

7.5.1.2 Sustainable Building at Maligne Lake

MTL recognizes the many tangible and intangible benefits associated with sustainable building, and is committed to integrating sustainable building principles into its redevelopment plans. We are a member of the Canadian Green Building Council. *MTL will explore the technical and economic feasibility of sustainable building practices during the design of the proposed facilities. Feasible practices will be described in future proposal documentation, as details become available.*

Sustainable Design

A review conducted for the City of Toronto¹ found that building occupants are highly aware of and positively responsive to “green” or sustainable building features, particularly as they relate to

¹ Kesik, Ted and Anne Miller. 2008. *Toronto Green Development Standard Cost-Benefit Study*. Prepared for Policy and Research, City Planning, City of Toronto by University of Toronto John H. Daniels Faculty of Architecture, Landscape, and Design. 246 pp. Accessible on-line here: http://www.toronto.ca/planning/environment/pdf/cost_benefit_Oct2008.pdf

enhanced indoor environmental quality. This suggests that sustainable building features incorporated into the design of the Spirit Island Adventures Lodge and ancillary facilities could enhance the attractiveness of the destination for both day users and overnight guests, while also reducing the overall environmental effect of the redevelopment and improving operational efficiency.

During detailed redevelopment planning, MTL will examine energy, water, and resource efficiency measures and will integrate measures determined to be feasible given site-specific conditions and constraints. Facility design will optimize the use of solar gain, natural light, and other site attributes to enhance the indoor experience as well as integration of the facility within the natural context of the site. Indoor environmental quality will be considered during building design and equipment specification.

Deconstruction and Salvage

During detailed redevelopment planning, MTL will examine the feasibility of salvaging and re-using, either on site or through an off-site salvage contractor, materials from the deconstruction of the existing day lodge and ancillary facilities. For example, windows from the existing day lodge may be re-used by Jasper residents for greenhouses.

Materials Selection

During detailed design of the Spirit Island Adventures Lodge, tent cabins, and ancillary facilities, MTL will evaluate and preferentially select competitively priced, locally sourced, non-toxic construction materials that are renewable and/or recyclable and/or have recycled content, while meeting safety and quality standards. However, it is expected that building materials will have to be sourced outside of the protected area of the Park.

Construction Planning

MTL will require the contractor to develop and implement a Sustainable Construction Plan to effectively manage the environmental and social impacts of construction. The Plan will address material salvage and re-use, if deemed to be feasible, construction waste and wastewater management, soil and vegetation conservation, erosion and sedimentation prevention, equipment maintenance (to minimize emissions and risk of leaks), equipment and materials storage and handling, vehicular speed limits on all Park roads, noise abatement, access management, visual screening, public safety, and emergency prevention and response. The Sustainable Construction Plan will integrate conditions that may be imposed by Parks Canada through the project approval process. Prefabrication of building components is expected to reduce on-site construction emissions, noise, and waste generation.

Energy Conservation

MTL is committed to reducing the environmental footprint of energy consumption at the Maligne Lake facilities by energy conservation through demand management and energy efficiency. Most energy consumption at the day lodge is currently related to water heating; space heating may become a requirement in fixed-roof accommodation, particularly in early and late season, when ambient overnight temperatures would be cooler. There is no expected requirement for indoor air conditioning/cooling.

The design of the Spirit Island Adventures Lodge will integrate to the extent practicable energy efficient features as described above. The conceptual design of the Lodge incorporates use of natural light as much as possible; this will reduce the need for artificial lighting, particularly in the public use areas on the main floor and guest floor. Detailed design will examine the use of passive heating and natural cooling and ventilation to minimize the need for space heating and air conditioning.

New construction will employ energy efficient fixtures, plug-in appliances, and equipment wherever feasible. Opportunities to retrofit or upgrade existing fixtures, appliances, and equipment to more energy efficient models will be examined during site redevelopment and in future years.

User facilities will integrate motion sensors and timers to conserve energy in public washrooms, on exterior pathways, and in other suitable areas, as appropriate. Visitors and guests will be encouraged to conserve energy in overnight accommodation through appropriate in-room signage and information cards.

7.5.2 Power Generation

MTL is presently using one 175 kilowatt (kW) diesel-powered generator to meet the electricity needs of the Maligne Lake facilities. A second 175 kW generator is available for back-up when required. On-site power is only required during the operating season. The peak power use on site in the summer of 2013 was about 108 kW; typical power demand is currently about 90 kW. The new facilities are estimated to require a total of 150 kW. The forecast power demand can therefore be met with the existing diesel-powered generators. One additional back-up generator may be warranted. Some energy efficiencies are expected to be realized through retro-fitting of existing facilities and integrated with new efficient equipment during redevelopment. MTL is interested in minimizing its carbon footprint and continues to explore the feasibility of alternative power generation to meet on-site power needs now and in the future. Progress to date and future plans are described below.

Solar Power

In 2004, MTL installed a new sewage treatment system at the Spirit Island viewing facilities. The state-of-the-art low energy consumption system is powered entirely by solar panels. However, efficient use of solar power generation at the existing Maligne Lake day lodge is constrained by the weather patterns and lengthy periods of cloud cover at this location.

Hydroelectric Generation

MTL has investigated the feasibility of hydroelectric power generation on Maligne River to meet the electricity requirements of the existing and proposed facilities. Preliminary design work by Castle Mountain Hydro Ltd. (CMHL 2007) on behalf of MTL confirmed that a small 160 kilowatt (kW) installation diverting 2.8 m³/s of water from the Maligne River near the lake outlet to a powerhouse located about 450 metres (m) downstream near the existing sewer outfall is technically possible. That generation capacity would be adequate to meet existing and forecast facility needs. A subsequent flow study by Legrand Hydro (2009) measured instream flows in the Maligne River over a year to confirm the availability of sufficient flows during the operating

season and to inform the evaluation of potential effects of water withdrawal on duck and fish habitat. That study concluded that flow rates appear to be adequate during the expected operating season, and further that the wetted perimeter of Maligne River in the relevant reach would change little between instream flows of 1 m³/s to 3 m³/s, suggesting duck and fish habitat may not be significantly adversely affected.

A major constraint to proceeding with hydroelectric development at Maligne Lake is the existence of a designated ESS at the outlet of Maligne Lake. Parks Canada has advised that development within the ESS cannot adversely affect the specific resource values, such as water quality, stream habitat characteristics, food supply, and unfettered feeding for Harlequin Ducks, for which the ESS was originally established. The wilderness zoning of the area around the powerhouse also constrains the routing of the power line from the powerhouse to the facilities. The mitigation measures that would be required to avoid or reduce potential adverse effects on these sensitive areas renders the hydroelectric development economically unfeasible at this time.

Future Plans

MTL will continue to assess the technical and economic feasibility of alternative power generation, including solar, geothermal, and heat recovery/exchange, throughout the planning and design process for the proposed redevelopment of the Spirit Island Adventures Lodge and ancillary facilities, while respecting the zoning constraints and environmental sensitivities inherent to the site. However, the primary strategy to minimize the environmental footprint of energy consumption at Maligne Lake will remain energy conservation through demand management and energy efficiency, as described previously. Diesel-powered generation will continue to be used to meet on-site requirements, supplemented with alternative energy sources if and as these are demonstrated to be technically and economically feasible at the site.

7.5.3 Waste Management

Current Practices

The existing day lodge and ancillary facilities at Maligne Lake provide animal-proof waste receptacles and blue boxes for collection of recyclables, including cardboard, tin, glass, and plastic. In addition, MTL staff collect litter around the parking lots and along park trails. Recyclables are sorted at an existing facility in the basement of the day lodge. MTL transports recyclable cardboard daily and other recyclables (bottles, glass, tin, *etc.*) weekly to a recyclables collection facility in town, using space in the back of the visitor shuttles. Buckets for cigarette butt collection are available throughout the site. Two large dumpsters are located on site. These are emptied by Parks Canada every other day during peak season, although the second dumpster is rarely used.

Potable water is stored on site in a 60,000 gallon reservoir. At the beginning of the operating season, the reservoir is filled with water withdrawn from the Maligne River during spring freshet, when water levels are high. At full capacity, the reservoir can meet on-site water requirements, current usage at approximately 1,500 gallons per day during peak season. Potable water is also withdrawn from a groundwater well located near the existing chalet when spring thaw is late and water levels in the river are low. The potable water supply is treated with chlorine and two individual micron filters in a treatment facility located in the basement of the

existing lodge; the treatment facility is inspected regularly by the public health inspector and meets public health requirements. The on-site water distribution system is shut off during the off-season.

Sewage from the existing toilet facilities at the Maligne Lake day use area is directed through two 4" sewage lines to an existing sewage lagoon northwest of the parking lots on the west side of the Maligne River. There is no treatment of this sewage and no discharge of sewage to surface water. There are two Parks Canada washroom facilities on site; water and sewer services to these facilities are provided by MTL. The sewage from these facilities is also directed to the existing sewage lagoon. Neither the day lodge nor the Parks Canada wastewater volumes are metered. These lines must be flushed weekly to prevent back-ups. Fluid samples from the sewage lagoon were tested in 2008 by Hydrogeological Consultants Ltd; total coliform and *e. coli* in those samples exceeded the Maximum Acceptable Concentration (MAC) specified in the Guidelines for Canadian Drinking Water Quality (Health Canada 2008), and lead also exceeded the MAC specified in the Guideline in one sample. No other data are currently available regarding the wastewater quality in the existing sewage lagoon. There is no discharge of sewage to the environment from either the Spirit Island or Maligne Lake day lodge sewage facilities. Recent hydrogeological studies show no evidence of significant groundwater contamination and no evidence of contamination of the Maligne River associated with the existing sewage lagoon after some 40 years of operation. MTL maintains the public washrooms in the day lodge and occasionally cleans the Parks Canada washroom facilities as well.

MTL has also taken steps to prevent and minimize the potential adverse effects of accidental spills of fuel and other hazardous materials in and around the lake. Enviro tanks have been installed for fuel for cruise boats and at the diesel-powered generating station. The fuel line from the boat fuel tank to the docks is a triple-containment line. Smaller enviro tanks have been installed for bilge water and crankcase oil in the maintenance compound. These tanks are pumped out annually by a licenced recycling service. The docks are equipped with floating, fuel-absorbing containment booms ready to be deployed immediately in the event of a spill. The docking piers at Spirit Island have been replaced. Tour boats and the generating station have been equipped with fuel spill kits. MTL also manages off-leasehold litter.

In 2004, MTL replaced the aging and inadequate toilet facilities at the Spirit Island viewing area with a leading-edge solar-powered sewage treatment system that provides advanced secondary treatment. The facility comprises a small, water-tight, fibreglass septic tank filled with an engineered textile material in which anaerobic bacteria breaks down the sewage. The system is low maintenance, consumes very little energy, produces no activated sludge, and does not require a septic field. All of the equipment was moved to the site by boat and installed by hand. The resulting wheelchair-accessible facility meets stringent environmental quality and aesthetic standards while also providing an improved visitor experience. Testing of the sewage at the Spirit Island facility was undertaken in July 2013; a copy of the analytical results can be provided upon request. The effluent standards to be met by the Spirit Island facility are specified in the Licence of Occupation as follows:

Parameter	Maximum Allowable Limit
Biological Oxygen Demand (BOD)	<100

BOD5	<100
Total Suspended Solids (TSS)	<100
Total Phosphorus	1
Ammonia (NH ₃)	5
Total Coliforms (per 100 mL)	<1000
Faecal Coliforms (per 100 mL)	<200

There has been no effluent discharged from the Spirit Island facility to date.



MTL acquired electric golf carts to minimize on-site vehicular emissions.

New Facilities

The Spirit Island Adventures Lodge will continue to incorporate recycling facilities in the food service area and public use areas to encourage separation of recyclables from the waste stream. Accessible animal-proof waste and recyclables receptacles will be provided in all outdoor public use areas. The existing solid waste collection and removal facilities, which are currently oversized, are expected to be adequate to handle any incremental volume of solid waste generated on site. Signage will advise visitors about the hazards of improper waste disposal, penalties for littering, and location of waste receptacles. Overnight guests will be actively discouraged from storing food or other wastes inside tent cabins. Solid waste collection, storage, and removal will comply with applicable Parks Canada regulations.

Infrastructure and landscaping will be designed to minimize the quantity and protect the quality of stormwater runoff. Permeable surfaces will be used where feasible, and roof runoff will be directed to areas where it can permeate into the ground.

The existing sewer system was constructed to accommodate expected sewage volumes from accommodation facilities, including three hotels and a campground, and a large marina that were never constructed. The sewage system therefore has adequate capacity to accommodate the sewage volumes expected to be generated by both day use and overnight visitors and staff

following site redevelopment. No change to sewage system operation is proposed. The Lodge will include water-efficient fixtures to minimize the volume of sewage and greywater produced on site only if determined to be compatible with efficient operation of the existing sewage handling infrastructure. Laundry will not be done on site; instead, laundry will be transported to and from town on the visitor shuttles.

In fall 2013, MTL will begin converting its boat fleet to low-emission Tier II electronic engines to reduce emissions. Three boats will be converted in winter 2014, with the remaining five boats converted in 2015 and 2016. MTL will continue to encourage tour bus operators to turn off their engines to avoid idling emissions.

Construction waste management will be addressed in the Sustainable Construction Plan described above.

7.5.4 Dark Sky Preservation

In March 2011, the Royal Astronomical Society of Canada (RASC) officially designated Jasper National Park a Dark Sky Preserve (DSP). Jasper National Park is the largest DSP in the world, and offers exceptional night-sky darkness accessible to the public year-round. Key goals of the DSP include:

- abatement and prevention of light pollution, including glare, light trespass, and sky glow;
- improved access for astronomers and the general public to view and experience the night sky;
- reduction of impacts on nocturnal wildlife habitat; and
- promotion of responsible night-time lighting through public outreach and education.

MTL is committed to integrating dark sky principles into its facilities and operations. The Stewardship Strategy therefore incorporates dark sky preservation initiatives as described below. These initiatives will reduce and minimize light pollution, improve nocturnal wildlife habitat and ecosystem health, protect and enhance dark observing sites for astronomers and the general public, enhance visitor experience of and connection with night-time skies, and improve accessibility of night sky viewing opportunities. These initiatives will also contribute to energy conservation, another key element of MTL's Stewardship Strategy, as described previously.

New Facilities

The design and construction of the Spirit Island Adventures Lodge, tent cabins, and ancillary facilities (e.g., approach signage, pedestrian walkways) will follow the lighting requirements specified in the Redevelopment Guidelines for Outlying Commercial Accommodations and Hostels in the Rocky Mountains National Parks (OCA Guidelines) (Parks Canada 2007), and will consider the practices outlined in the [Guidelines for Outdoor Lighting in Dark-sky Preserves \(RASC 2011\)](#). The RASC Guidelines outline recommended best practices for buildings, parking lots, roadways, pathways, shoreline areas, signage, and other areas to minimize light pollution. In particular, the new facilities will integrate, where technically and economically feasible and without compromising safety:

- shielded light fixtures to direct light downward to illuminate only those areas that require illumination;
- low intensity, appropriately coloured lights in outdoor fixtures;
- interior light-blocking window shades in Lodge guest rooms;
- low intensity, warm-spectrum indoor lighting fixtures in tent cabins;
- retro-reflective signage for vehicular traffic;
- motion sensors and timers to turn pathway lighting on only when required by pedestrians;
- low, bollard-mounted light fixtures for pathway lighting;
- light-coloured pavers, stone, or other materials on pathways to improve visibility and reflect ambient light while minimizing the need for artificial light;
- low-mounted pedestrian signage;
- lighting setbacks from lake and river shorelines;
- natural vegetation barriers to prevent light trespass beyond areas that require night-time illumination.

Outdoor lighting will be minimized where possible without compromising safety, and will respect the mountain architectural aesthetic. Floodlights and high-pressure sodium, mercury vapour, and metal halide light fixtures will be avoided if possible. Exterior lighting at the boathouse and docks is used by boaters to navigate at night and is required for public safety.

Retrofitting

The practices outlined in the Guidelines will also be considered during upgrades of existing facilities undertaken as part of the Maligne Lake redevelopment, as well as in future years.

Where feasible:

- existing, unshielded outdoor light fixtures will be replaced with shielded light fixtures mounted at appropriate heights to meet illumination requirements;
- high intensity, white or blue coloured lights will be replaced with low-intensity, warm-spectrum lights;
- non-essential exterior lighting will be removed;
- exterior lighting that is not required to be on at all times for safety reasons will be equipped with motion sensors and timers;
- existing light fixtures at the lake or river shoreline and on the docks that are not necessary for safe navigation on Maligne Lake and/or security will be removed, set back some distance from the shoreline, and/or replaced with shielded, low intensity fixtures;
- exterior light fixtures highlighting the Curly Phillips Heritage Boathouse will be equipped with a timer to turn off within a specified period of time after sunset, while interior lights will be equipped with a timer to turn off at sunset, unless required for safety and security;
- existing buildings will be equipped with interior light-blocking window shades; and

- natural vegetation barriers will be re-established around areas that require night-time illumination.

There are currently no illuminated signs at Maligne Lake.

Experience Renewal

The designation of Jasper National Park as a DSP creates the opportunity for enhanced visitor experiences related to enjoyment of the night sky. *MTL will explore the feasibility of integrating self-directed night sky viewing into its renewed experiential programming.* This could include not only astronomy and physical science educational components, but also star lore, connecting the modern human experience with legends and stories about the night sky from native history. Such experiential programming would allow MTL to diversify and enhance its product offering to Park visitors, in keeping with Parks Canada's goals.

Outreach

Upon registration, all overnight guests will be provided with a briefing package describing the Dark Sky Preserve and MTL's commitment to dark sky principles. These principles will be shared with all visitors through interpretive signage and content.

Tent cabin guests will be encouraged to participate in a voluntary light curfew, and overnight Lodge guests will be encouraged to close interior window shades after dark. These messages will be reinforced with in-room cards.

Interpretive materials encouraging self-directed night sky viewing will incorporate educational content about the impacts of light pollution on ecosystem and human health and the varied benefits of dark sky preservation. MTL will seek to work with Parks Canada and other potential partners, such as the Palisades Stewardship Education Centre, to develop and deliver appropriate self-directed interpretive and educational content, leveraging the Maligne Lake facilities to improve accessibility and experience value.

Maligne Lake as a Primary Observation Site

The north end of Maligne Lake is currently designated as a secondary observation site within the DSP. The provision of new overnight accommodation at Maligne Lake could elevate this destination to a primary night sky observation site within the DSP, as such facilities will improve the accessibility of viewing opportunities to overnight guests by eliminating the need for a lengthy night-time drive to and from other accommodation facilities in or close to Jasper town site. In addition, the integration of night sky viewing and interpretive material into the overall visitor experience at Maligne Lake would improve the quality of this observation site for the general public.

7.5.5 Wildlife Stewardship

MTL recognizes that sustained ecosystem integrity, including wildlife health, is an integral part of Maligne Lake's intrinsic value as a destination of choice for Park visitors. MTL is committed to implementing stewardship measures that avoid and minimize potential adverse effects of its facilities and operations on wildlife, as described below. It is anticipated that additional specific

mitigation measures to avoid and minimize potential adverse effects on sensitive wildlife species, such as bears, caribou, and Harlequin Ducks, will be developed in consultation with Parks Canada during the environmental assessment phase of project review.

Human-Wildlife Conflict

All on-site food and waste collection and storage facilities will comply with applicable Parks Canada's regulations. Food consumption and storage will be strongly discouraged in tent cabins to reduce the risk of attracting animals and vermin; secure food storage facilities will be provided for tent cabin guests without personal vehicles. Food service waste collection and storage facilities, as well as all other outdoor waste receptacles and storage facilities will be animal proof. At check-in, guests will be provided with information about reducing the risk of human-wildlife conflict.

Revegetation and landscaping following construction will avoid the use of plant species attractive to bears, caribou, and other wildlife, such as native berry-producing shrubs, to minimize the potential for attracting wildlife on to the site and creating human-wildlife conflict. Vegetation on site around the tent cabins and pedestrian pathways will be managed to maintain a clear view to reduce the risk of human-wildlife conflict.

Interpretive content on site will explain how wildlife are attracted to roads as movement corridors and to road edges for easy access to foraging of early seral vegetation regrowth (in the case of ungulates) or road-kill (in the case of carnivores). Signage will remind drivers to watch for wildlife, reduce speed to avoid the risk of a vehicle-wildlife collision, and avoid harassing or feeding road-side wildlife. The speed limit on the Maligne Valley road is 60 km per hour; road-kill is therefore not a common occurrence. It is assumed that Parks Canada will continue to be responsible for brushing and maintaining sight lines along park roads to minimize risk of vehicle-animal collisions.

An Environmental Orientation will be provided to all contractors prior to commencement of construction activities and to all staff at the beginning of each operating season. The Orientation will describe the ESS and other sensitive environmental features and wildlife species on and around the site, and will address proper food and waste handling procedures, vehicular speed limits, human-wildlife encounters, prohibitions against wildlife harassment and environmental vandalism, reporting requirements, and other issues determined during detailed redevelopment planning.

Interpretive content and programming will be made available to day use and overnight visitors to build awareness about and respect for wildlife and ecosystem integrity. Issues addressed will be similar to those addressed in the Environmental Orientation, but in the context of a safe and rewarding visitor experience. The redevelopment plan includes the creation of a Discovery Maze aimed at engaging children and youth particularly, as described in Section 5 of this Proposal. The Maze will be based on a "Living with Wildlife" theme and integrate educational activities aimed at preventing human-wildlife conflict, addressing issues such as garbage handling, harassment, and safe distances.

Wildlife Habitat and Mobility

The proposed redevelopment is not expected to incrementally encroach on or obstruct wildlife movement corridors, as the proposed structures are located within the existing lease boundary and as much as possible within the footprint of previous development. Notwithstanding, *the potential effect of the proposed facilities and visitor use on wildlife movement in the area will be examined during the environmental assessment expected to be required later in the project review process.* Over time, the introduction of responsible lighting may reduce existing light trespass off site.

MTL has been re-introducing native grasses in previously impacted areas; this will help to restore ecosystem integrity and improve the quality of wildlife habitat in the area. *MTL will ensure the Sustainable Construction Plan integrates measures to avoid the introduction and/or spread of non-native and invasive species by ground disturbance by machinery during construction. Specific measures will be confirmed in later stages of project planning and design, but may include requirements for vehicle/equipment washing prior to site access, use of certified weed-free materials for restoration, and demarcation and avoidance of existing occurrences of non-native and invasive species. The Sustainable Construction Plan will also identify sensitive areas to be avoided, such as the ESS at the outlet of Maligne Lake. Measures to mitigate any habitat alteration in and adjacent to the ESS, as determined through the environmental assessment process, will be included in the Plan. MTL will instruct visitors to respect the exclusion area established by Parks Canada around the Maligne Lake outlet.*

Caribou are not typically observed near the Maligne Lake facilities. MTL anticipates caribou conservation will be addressed by Parks Canada through the ongoing Maligne Valley Area Concept Implementation Strategy, and will comply with the relevant direction pertaining to site development and operation arising from that Strategy. In consultation with Parks Canada, MTL will explore the need for and scope of studies required to assess the potential effects of the redevelopment on caribou and caribou habitat. Examples include research into displacement of caribou by human use.

MTL will work collaboratively with Parks Canada to evaluate the feasibility of and develop a program to engage volunteers to help manage non-native and invasive species in visitor use areas, following models used in other national parks in Alberta (e.g., Waterton Lakes National Park). Such a program would teach volunteers about the impacts of non-native and invasive species and how to identify and map occurrences of non-native and invasive species, enabling their removal as appropriate by or as directed by Parks Canada.

MTL regularly maintains existing trail facilities in the area. Some pedestrian and horse trail expansion and enhancement is proposed to provide additional visitor experiences. These trails would largely make use of existing trail networks, avoiding introducing new access into or new disturbance in forested areas. The proposed trail enhancements are described in Section 5 of this Proposal. *In consultation with Parks Canada, MTL will implement measures to maintain the spatial and temporal predictability of human use in and around the Maligne Lake visitor use area. Pedestrian and horse trails will be monitored regularly to identify any problems associated with erosion or invasive weeds; possible mitigation measures, such as trail closures and rehabilitation, hand pulling or other appropriate weed removal, and use of interpretive educational content to prevent trampling, trail braiding, and introduction of weed species, will*

be determined in consultation with Parks Canada as required to manage these issues. If the use of standard hay is shown to contribute to the establishment of invasive weed species, MTL will shift to certified weed-free hay. Manure piles will be covered to prevent the establishment of invasive species.

Nuisance Effects

The dark sky preservation initiatives described above will assist in reducing adverse effects of artificial lighting on wildlife and wildlife habitat around the Maligne Lake facilities, while enhancing visitor understanding of the importance of dark sky preservation for ecosystem health.

The Sustainable Construction Plan described above will address construction activity scheduling to minimize sensory disturbance and displacement of wildlife due to noise emanating from construction equipment and activity. It is anticipated that diurnal/nocturnal and seasonal construction timing windows will be established in consultation with Parks Canada. The design of the Spirit Island Adventures Lodge and ancillary facilities will incorporate noise abatement measures (e.g., for refrigeration and air conditioning equipment) as appropriate to minimize off-site impacts.

During operation, overnight guests will be encouraged to adopt a voluntary light and noise curfew to minimize disturbance of wildlife. Interpretive materials and experiential programming will incorporate educational content about the impacts of light and noise pollution on ecosystem and human health.

7.5.6 Heritage Conservation

MTL's Stewardship Strategy encompasses not only environmental responsibility but also continued stewardship of Maligne Lake's rich cultural heritage. Conservation of this heritage is important to the continued role of Maligne Lake as a destination and to the preservation of the cultural fabric of Jasper National Park.

Achievements to Date

Recognizing the cultural importance and historic value of the existing heritage sites and buildings, MTL has prioritized the stewardship and conservation of these resources, not only to protect them from degradation but also to facilitate their integration into a more culturally enriching visitor experience.

Built in 1927, the Maligne Lake Chalet sits on a high knoll overlooking Maligne Lake to the south. Accompanying the main chalet is a small complex of log buildings that include the Guest House, the Cache, and the Washhouse. All of these structures were part of the backcountry lodge operated by Fred Brewster's Rocky Mountain Camps. For a time, the Maligne Lake Chalet was the largest, most luxurious accommodation in Jasper National Park, second only to Jasper Park Lodge. The Chalet is a recognized Federal Heritage Building, closely associated with the early history of Jasper and the development of tourism in the Park, but had deteriorated over the years. In 2010 and 2011, employing local craftsmen, MTL restored the Chalet complex, returning these historic buildings not only to their former glory but also to a new generation of Park visitors who can now enjoy a unique and authentic sense of connection to the Park's

cultural heritage. With Parks Canada's permission, MTL has submitted an application to the Historic Sites and Monument Board to have the Chalet designated as a National Historic Site.



Built in 1928 by Maligne Lake pioneer, Donald "Curly" Phillips, the Boathouse is the last remaining building of Curly's backcountry camp at Maligne Lake and one of few remaining structures of similar vintage in Alberta. Phillips, a guide and outfitter, did much to contribute to the growing use of Rocky Mountains as a recreation area in the early years. MTL stabilized and restored the Boathouse, which is now a provincial Registered Historic Resource.



MTL has also restored the ‘Leah’, Maligne Lake’s first tour boat built by Curly Phillips in 1928. Exhibited once annually in the Canada Day parade in Jasper, MTL hopes to publicly exhibit the boat permanently in the lobby of the new Spirit Island Adventures Lodge.

Planned Cultural and Heritage Preservation

MTL also plans to undertake other heritage conservation initiatives to enhance the visitor experience, including:

- the *History of Maligne Wardens* exhibit;
- Mary Schaffer Photographic Exhibit and retail initiative;
- Maligne Lake *At the Box Office*; and
- programmed story-telling (e.g., The Road to Maligne, Log Buildings).

These are described more fully in Section 5 of this Conceptual Proposal.

Other cultural heritage initiatives will be developed in future years in collaboration with Parks Canada, community stakeholders, business partners, and professional contractors.

7.5.7 Public Safety

MTL plays an active role in emergency response, providing aid to Park visitors when required and in collaboration with Parks Canada staff and other emergency service providers. MTL intercedes when visitors approach or harass wildlife, notifies Parks Canada of human-wildlife interactions or other incidents of potential concern (e.g., traffic jams due to roadside wildlife, accidents, shoreline fires, overdue hikers), and rescues stranded motorists and boaters. *We will continue to serve as first responders, as the safety of our guests is paramount. Interpretive content and programming at Maligne Lake incorporates and will continue to prioritize safe enjoyment of the wilderness, including an emphasis on respect for wildlife and responsible use of the backcountry. Fire prevention and management in and around the Maligne Lake facilities will include vegetation maintenance and debris and deadfall removal within the lease boundary, visitor education, provision of cigarette butt disposal facilities, and fire preparedness and response equipment and training for staff.*

8. Real Property Report

8.1 Real Property Report

There are several elements to the Maligne Lake Real Property report, some illustrating use and buildings and others illustrating and detailing technical infrastructure such as water supply, electrical cables, water permits, etc. For the purposes of this conceptual proposal, included illustrations focus on use and buildings.

Figure 48 – Maligne Lake Overall Site Plan

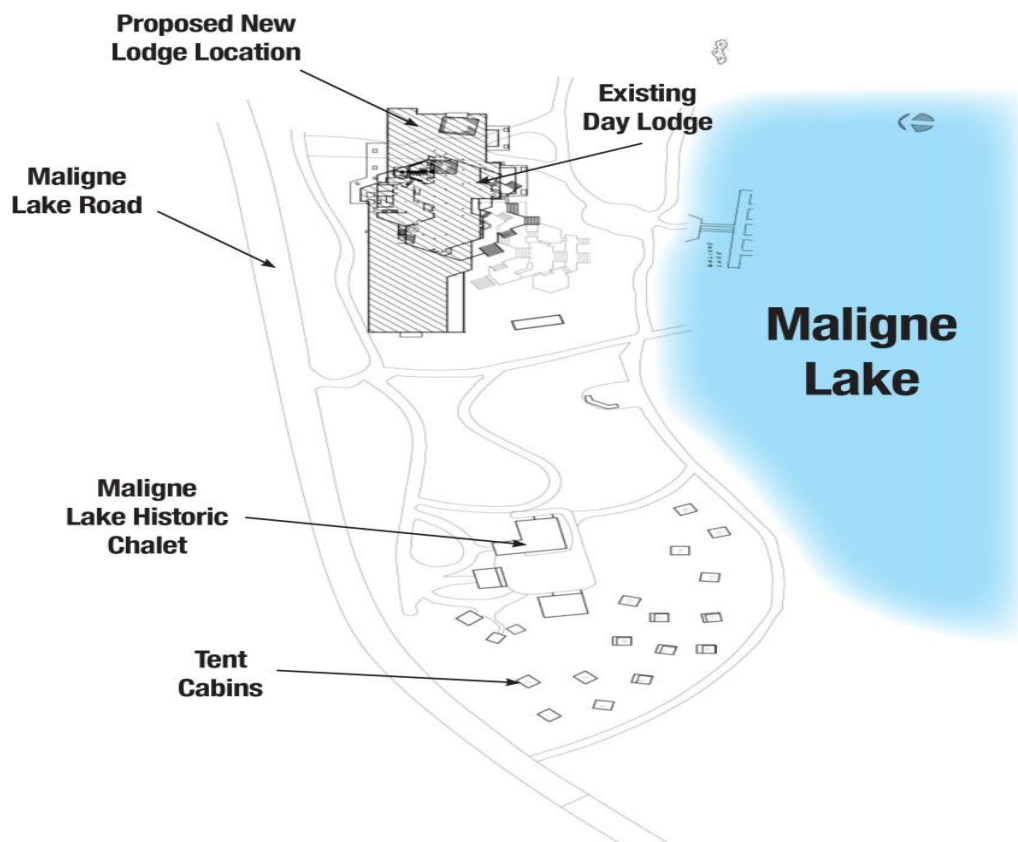


Figure 49 – Curly Phillips Boathouse Site Plan

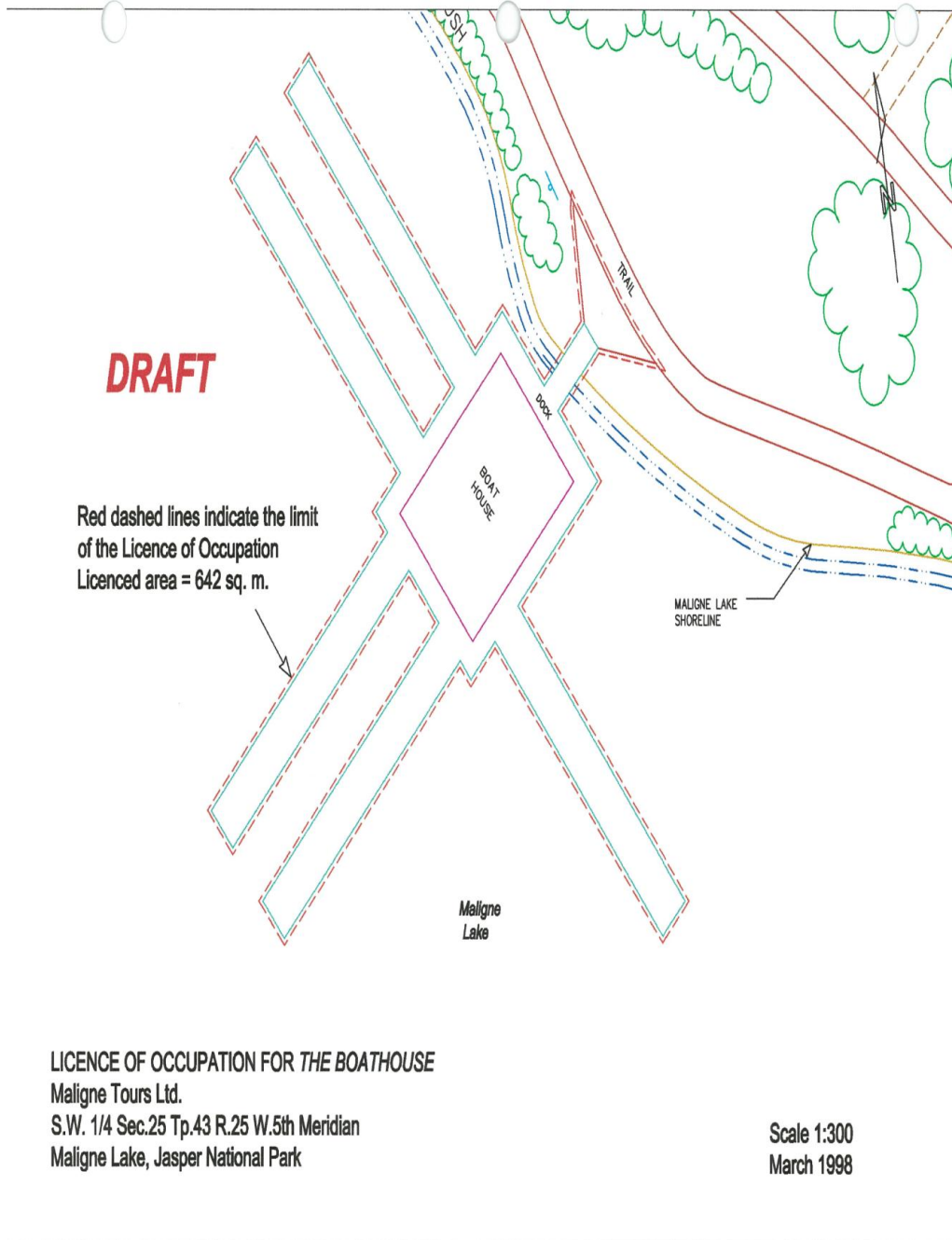


Figure 50 – Spirit Island Docks and Pathways

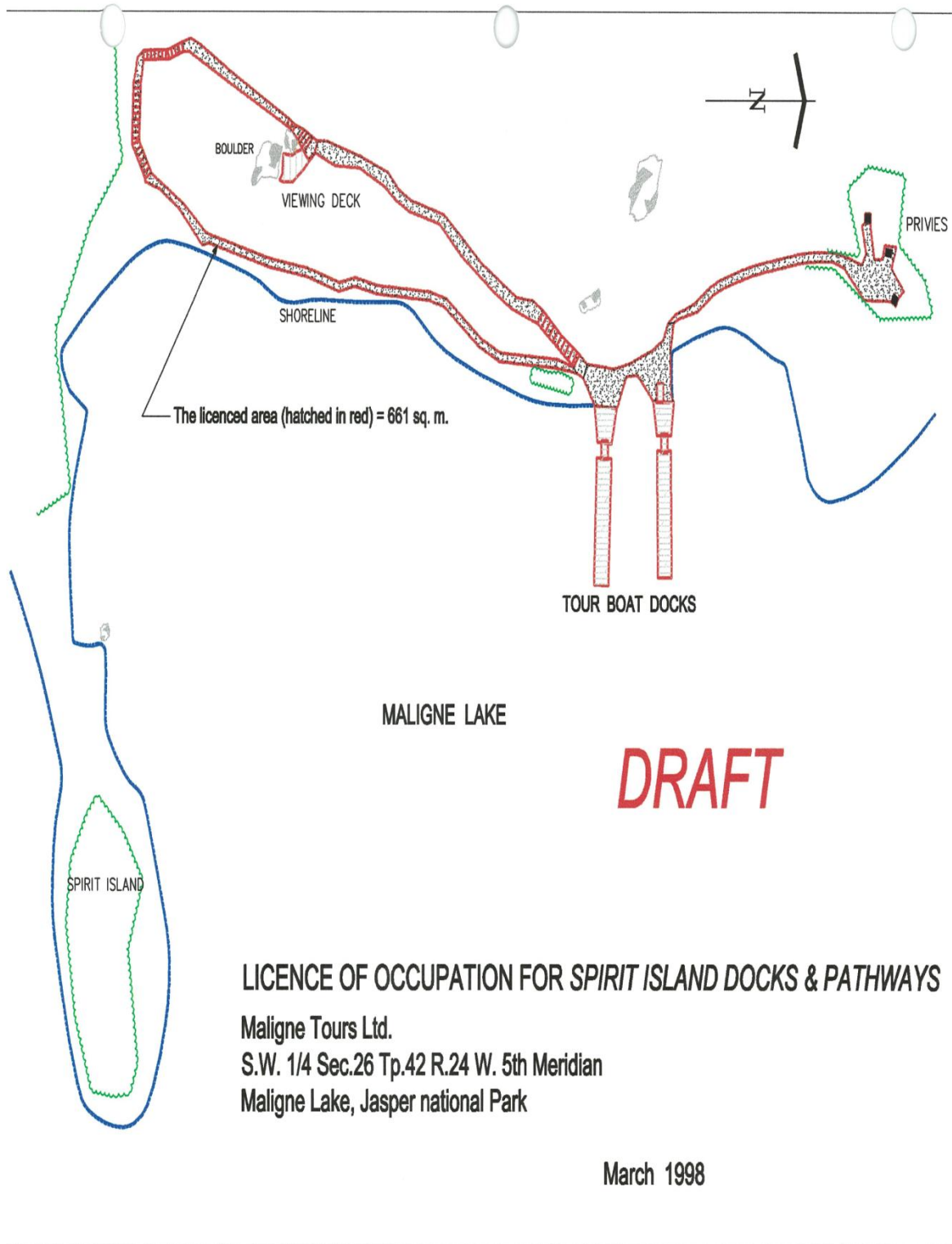


Figure 50 – Maligne Lake Chalet and Associated Facilities

