

Chapter 1 : MRSC - Park Planning, Design, and Open Space

Note: Citations are based on reference standards. However, formatting rules can vary widely between applications and fields of interest or study. The specific requirements or preferences of your reviewing publisher, classroom teacher, institution or organization should be applied.

Department of Environmental Conservation settles in access for the disabled lawsuit July 10, Department of Parks and Recreation, agrees to purchase golf mobility devices to allow golfers with disabilities to play its courses December 3, Justice Department signs agreement with nine communities to ensure civic access for people with disabilities February 27, Disabled to get more park access: State settles landmark suit July 13, Associate Director provides testimony to U. House subcommittee on disability access to national parks May 11, These are some of the major headlines of the last nine years most notable to park and recreation professionals with responsibilities for accessibility compliance. While major federal disability rights legislation has mandated disabled access for more than 30 years, people with disabilities are still experiencing significant physical and programmatic barriers at recreation facilities and parks, denied the equal opportunity to participate and benefit comparative to people without disabilities. Most public park and recreation agencies want to comply with the law, unfortunately though, there is a lack of understanding as to how to incorporate the federal requirements into the daily operation of the organization. For the public parks and recreation agency, a comprehensive accessibility management program which values citizens with disabilities while advancing its mission of leisure for healthy lifestyles is essential to creating diverse and integrated communities where people with disabilities are fully included in all aspects of community life. For any accessibility management program to be successful, the organization must embrace some of the core principles and practices that management theorists have identified and linked to the most effective companies and public agencies of the 20th and 21st centuries: The Problem Milestones such as the Architectural Barriers Act of , Section of the Rehabilitation Act as amended in , and the Americans with Disabilities Act of have raised expectations across two or three generations of consumers with disabilities seeking opportunities to improve healthy living through leisure pursuits. New generations of people with disabilities are holistically experiencing the impacts of the federal mandates at the community level. Today, there are higher expectations for access to public services i. To the contrary, when public services are inaccessible and fail to meet citizen expectations, the results have led to increased visibility of complaints and litigation where park visitors and program participants have encountered physical and programmatic barriers associated with allegations of discrimination based on disability. Disability watchdog groups are sending a clear message in the new millennium--comply with federal disability rights legislation or risk being sued. Fred Shotz is a disability advocate, wheelchair users, and, some would call a "professional" plaintiff in ADA-related litigation spawning dozens of lawsuits. Shotz argues that businesses will not spend money to make accessibility improvements unless they are forced to do so. We can be nice and cooperative if the defendant is cooperative. We can litigate the defendant into a corner if the defendant is uncooperative. What the litigation costs is up to the defendant, and is determined by how much the defendant wants to cooperate or how much the defendant wants to fight. Instead, inclusion of all citizens--of all backgrounds, of all abilities, is considered a founding principle for building healthy communities. The National Recreation and Park Association issued an inclusion policy statement in "to encourage all providers of park, recreation, and leisure services to provide opportunities in settings where people of all abilities can recreate and interact together" NRPA, Census Bureau estimates the number of people with disabilities around 52 million. One in five Americans has some sort of physical or mental impairment that substantially limits a major life activity. For park and recreation managers and administrators, it is critical that they understand the characteristics, needs and legislative mandates necessary to successfully include and accommodate 20 percent of their park visitors and program participants, not to mention their family members and friends, many of whom they participate with in recreation activities. Many

DOWNLOAD PDF A MODEL FOR PLANNING AND MANAGING NATIONAL PARKS

park and recreation agencies have made incredible strides over the last decade to remove barriers and create greater access for people with disabilities. NRPA once recognized these accomplishments annually with the presentation of the Gold Medal Award in Special Recreation, the equivalent of an "Oscar" for parks and recreation. State and local disability advocacy organizations highlight community efforts and federal agencies such as the National Park Service present annual exemplars in accessibility. However, even with the wealth of positive strides made to improve access in parks and recreation, more notable are the instances when public agencies have not planned and implemented comprehensive accessibility management programs. Nonetheless it puts the agency in the middle of a public relations crisis. Still today there are disability advocacy organizations that claim the settlement does not go far enough to improve access. According to the U. Department of Justice , over the last five years the federal enforcement agency has entered into more than 90 settlement agreements with local governments concerning improved access to park and recreation facilities. The settlement DOJ, calls for the park district to make accessibility improvements at its large regional parks, nature preserve, golf course, administration building, child care center, museum and other facilities. In addition, the terms of the settlement agreement require the park district to hire or appoint a specific staff person with ADA oversight responsibilities "to coordinate the Waukegan Park District effort to comply with and carry out its responsibilities under the ADA. The lessons to be learned from these or any of the other DOJ settlements is that the provision and maintenance of programs, activities, services and facilities that are accessible to people with disabilities is an ongoing responsibility and one that is only effective through the administration of a comprehensive accessibility management program. First Steps To Solutions: Drucker has long written about business purpose and mission. His approach to business begins with the simple questions: What is our business? Who are our customers? What do they consider value? Purpose and mission becomes the core for every decision made by a park and recreation agency. To carry these questions on a step further to accessibility management, the questions become: Is our business inclusive of people with disabilities? Are people with disabilities represented in our customer base? What are their wants and needs? According to Drucker , p. The evolution of the economy as an experience economyâ€”this is where park and recreation professionals need to pay particular attention since ours is the industry where all that we do is centered around the resulting experience a park visitor or program participant will walk away with. A week at summer camp making new friends, an eagle on the 16th hole made in front of the big boss, the legend of the big fish that got away told to old buddies, a hike to Morning Glory Springs with a loved one, these are the experiences, the memories that are made through the provision of parks and recreation. In his book Re-image! Tom Peters argues that for success, the organization must transform its thinking beyond the "service" it provides to the "experience" people get as a result of participation. Whether it is camping, golf, fishing, or hiking, the relevance is not necessarily on the "act of" but more so on the "experience from. These are the contributions to individual health that fold into community and global health. The organization, from the top must determine its business purpose and mission and how a diverse customer mix fits into the equation. Defining Shared Values Today, our nation is in the midst of a health crisis. Americans say they feel unhealthy physically or mentally about 6 days per month while one-third of Americans say they suffer from some mental or emotional problem every monthâ€”including 10 percent who say their mental health is not good for 14 or more days a month CDC, In a study of adverse childhood experiences, children who experience abuse, neglect and exposure to other traumatic stressors are more at risk for alcoholism and alcohol abuse, chronic obstructive pulmonary disease COPD , depression, fetal death, health-related quality of life, illicit drug use, ischemic heart disease IHD , liver disease, risk for intimate partner violence, multiple sexual partners, sexually transmitted diseases STDs , smoking, suicide attempts, and unintended pregnancies CDC, The number of children in the United States who are overweight has more than tripled since CDC, increasing risk factors for cardiovascular disease, high blood pressure, high cholesterol and Type 2 diabetes. According to the American Association for Retired Persons, four million Americans turn 50 each year as cited in DOJ, , and by age 65 more than 88 percent have at least one chronic health condition CDC, Park and recreation professionals are challenged with

creating accessible leisure opportunities where "experience" or "the fun of it" is the primary goal and health promotion is the secondary or even tertiary goal, but a goal nonetheless. To achieve this goal, inclusion of people of all abilities and backgrounds must become a shared value within the organization. Shared values within the organization come down to the question "What do we believe in? What are our deeply rooted beliefs? Are our values consistent with our organizational values? Do we know what our organizational values are? And are our actions aligned with our values? Research confirms that organizations with a strong corporate culture based on a foundation of shared values outperform other firms by a huge margin Kotter and Heskett as cited by Kouzes and Posner, Why are shared values so important? Recognition of shared values provides people with a common language tremendous energy is generated when individual, group and organizational values are in synch According leadership theorists James M. Kouzes and Barry Z. Posner, shared values are the internal compasses that enable people to act both independently and interdependently. Arriving at organizational consensus on shared values is an intricate process. Kouzes and Posner p. Through this process of defining our business, our mission, our customers, and our values, we must ask the question, "Do we believe that every person, regardless of ability or background, who comes into our facility, should have the equal opportunity to participate in and benefit from the experience that we offer? Accessibility for people with disabilities and universal design for the widest spectrum of users are values that should be accepted as part of the organizational culture. Fore, when our values regarding inclusion of people with disabilities are clear, our decisions about accommodations, policy modifications and barrier removal are so much easier. This is further exemplified when a leader of an agency says, "We are doing this [making an accessibility improvement or modifying a policy] not because it is the law, but because it is the right thing to do. Major change is often said to be impossible unless the head of the organization is an active supporter Kotter, The board of directors, the CEO, the executive director, the park superintendent, the manager of operations, administration from the top down must share the value of inclusion of people with disabilities first and channel that message to all of their subordinates second. From the top, administration must instill a sense of urgency to make change and to get things done. Status quo can no longer be acceptable, especially when programs and facilities today are still inaccessible. Ultimately, time of inaction leaves the organization vulnerable to disability-related complaints and litigation. Implementation of a successful, effective and efficient accessibility management program requires involving everyone in the process, that is EVERYONE--from the CEO to the frontline staff, from the maintenance crew to the concessionaire, from the accessibility coordinator to the local center for independent living. Effective accessibility management programs require a team approach and a commitment to process. Implementation of an Accessibility Management Program. Coordination of the program may be assigned to one individual--an accessibility coordinator, however implementation is the responsibility of every single person and position within the organization. This approach is very similar to the implementation of a safety program where one individual is assigned as the risk manager to oversee coordination of the program, and each position in the organization has responsibilities for maintaining a safe environment. Head suggests that risk managers should employ other managers and select individuals throughout the organization to be additional sets of minds, eyes, and ears in detecting the loss exposures that arise or may possibly arise in daily work. This same practice can be applied to an accessibility management program. The accessibility coordinator, as one individual and often assigned accessibility compliance as a collateral duty, cannot possibly be aware of every single policy, programming, purchasing, or construction decision to take place on a daily basis within the organization. With this team approach, the responsibility for accessibility compliance is delegated throughout multiple job functions, departments and divisions so that each individual and unit can support all accessibility improvements and decisions without as many likely to slip through the cracks. In addition, this delegated approach assigns responsibility and accountable for accessibility management throughout the organization. From the beginning, each individual needs to be integrated as "resource" into the planning process Drucker, p. Involvement is the key to implementing change and increasing commitment Covey, Each individual, from their own background

DOWNLOAD PDF A MODEL FOR PLANNING AND MANAGING NATIONAL PARKS

and experience, brings a different and meaningful perspective to the table.

DOWNLOAD PDF A MODEL FOR PLANNING AND MANAGING NATIONAL PARKS

Chapter 2 : Management - Yellowstone National Park (U.S. National Park Service)

Welcome to Park Planning! Planning in the National Park Service guides informed and insightful decisions that provide relevant and timely direction to park management, and informs future decision-making for each national park system unit in accord with its stated mission.

Riding the wake of the environmental revolution of the late s, the Park Service would need to find consensus among a wide range of constituents, including community members, environmentalists, landowners, and recreation advocates. The willingness of the Park Service to undertake this processâ€™ and the contribution of the landscape architects who influenced their approach and led the consultant teamâ€™ were crucial to the creation of the Golden Gate National Recreation Area GGNRA , one of the largest aggregations of public lands in a United States metropolitan area. The plan for GGNRA addressed more than , acres, 59 miles of coastline, and a wide variety of cultural landscapes. The creation of this massive park project was the culmination of a grassroots effort led by Congressman Phil Burton. Opposing the movement was the tremendous pressure for suburban development in affluent Marin County. And confusing the issue were the nature and boundaries of the proposed park itself. Military, and corporate and private interests including agriculture. As an initial step, the Park Service departed from their tradition of in-house planning and hired a consulting team. The landscape architects also worked on all phases of environmental background analysis, public outreach, and park planning for the North Portion of GGNRA, and coordinated through joint planning and workshops with the team assigned to the South Portion the park lands within San Francisco as well as Angel and Alcatraz Islands. They also developed interpretive plans and prospectuses, and resource and land management plans and options for the full 90,acre North Portion. The North Portion team began by assembling the first complete environmental baseline ever prepared at that time for a national park, addressing the full range of natural and cultural factors, socioeconomic considerations, land use legislation, and other elements bearing on the development of an urban park with landscape conditions ranging from ocean bluffs to towering redwood forests. Armed with this tool, the Park Service launched a highly successful and exhaustive series of over educational and planning workshops involving every facet of the community, easily the most comprehensive planning ever accomplished by the Park Service at that time. After a year of workshops and focus groups, the boundaries of park management began to become clear. One common objective was clear: This finding influenced park plans and led to collaboration between multiple agencies overseeing regional transportation. One of the most daunting tasks was assessing the remarkable range of resources that the park contained. The tandem efforts of the landscape architects and the Park Service team enabled the resulting plan to successfully balanced resource conservation and public recreational goals from the Golden Gate Headlands to Point Reyes National Seashore. It also allowed for the gradual absorption of military installations into the park as they were phased out for military uses. The North Portion of the GGNRA preserves 50 miles of coastline and vast acres of beaches, estuaries, coastal terraces, redwood forests, farms and ranches, mountains and stream valleys, earthquake faults, historic structures, over 80 protected species, and a great variety of recreational and educational opportunities. The significance of public support can be measured by the , volunteer hours contributed to the park in the year alone, and the 14 million dollars in operational support and investments by the Golden Gate National Parks Association in that year. The North and South Portions are linked by bridge, ferry and bus transportation, implementing an original vision of the planning process. By studying the land and reaching out to the people, the landscape professionals of the Park Service and their consultants conceived a sustainable park that has grown over 30 years to serve the people of the Bay Area and beyond, while protecting the underlying natural and cultural resources for generations to come.

Chapter 3 : A warming climate means profound changes for U.S. National Parks

A Model for Planning and Managing National Parks. Laurence Edwin Keith Prosser. Center for Leisure Studies, University of Oregon, Eugene, Oregon

National planning permit process About the consultations Parks Canada is undertaking an assessment of its various regulations and internal policies related to planning permits. This process will result in new regulations, tentatively titled Land Use Management Regulations, as well as updated policies and operating procedures for compliance. A best practices analysis was conducted to determine a potential model for planning permit review with an improved three-stage process involving development, building and occupancy permits. Considerations are also given to processes of public notification, consultation, and appeals, among others. Parks Canada is seeking public input on the steps and considerations to be taken to ensure that the updated process reflects modern planning principles and meets the highest standards of scrutiny, reflective of the places Parks Canada is mandated to protect. As set out in legislation, The maintenance or restoration of ecological integrity is the first priority in decision-making by Parks Canada. A modernized planning permit process will continue to reflect this priority. Questions and answers What is Parks Canada Agency seeking to do? Parks Canada is seeking public input on establishing a streamlined framework for planning permits that provides a consistent, transparent, and rigorous review process for any request for development in Parks Canada managed places. Why is Parks Canada undertaking this review? Parks Canada is undertaking an assessment of its building, cottage, and sign regulations. All Parks Canada regulations concerning permitting for construction and renovation need to be updated to reflect current national codes e. Parks Canada is undertaking this review to ensure that its regulations and polices reflect modern planning principles and that projects receive the highest standard of scrutiny throughout the planning permit process. Minister McKenna committed to undertake a review of development and land use management decision-making tools to ensure a consistent and transparent process for development decisions at Parks Canada places. By undertaking these consultations, the Agency is taking its first step towards meeting these commitments. What does Parks Canada hope to achieve? Parks Canada is seeking public input on how best to establish a single, modern, streamlined framework for permitting that provides a consistent, transparent and predictable review process of applications for construction and renovation projects. The maintenance or restoration of ecological integrity as the first priority in decision making, as set out in the Canada National Parks Act, will also be applied to new regulations. Parks Canada is consulting with Indigenous groups, stakeholders and the public to understand and identify key issues and improvements to be made to the current permit application processes. Public input will help to inform the creation of a new national planning permit process to ensure the continued protection and presentation of Parks Canada places. New regulations will be drafted to set out permitting requirements and required steps in the review of permit applications. Supporting land use policies i. Will this encourage more development in protected areas? New regulations and policies will ensure a consistent Agency decision-making process for planning permit applications. It will not change existing commercial caps, townsite boundaries, or amount of land currently zoned for development, etc. This updated process will provide clear decision-making on an application for redevelopment of particular lots that are already zoned for commercial, private accommodation or visitor services purposes through existing management and systems plans. It will not be possible to seek a permit for an area not already identified for these purposes. How long is the consultation period? Public consultations will begin in July and conclude by the end of October A What We Heard Report will be published summarizing the input we have received after the comment period closes. Where will the public consultations be held? Parks Canada will be scheduling open houses in the following park communities receive comments and suggestions from local leaseholders in: Participants are invited to consult the resource materials available in anticipation of these public discussions. Other engagement activities will be scheduled to seek input from specific stakeholder groups in national parks and other Parks

DOWNLOAD PDF A MODEL FOR PLANNING AND MANAGING NATIONAL PARKS

Canada places as the consultation process advances. In addition, any interested party is invited to submit written suggestions through our website. When will a draft of the new regulations be ready? Draft regulations are expected to be pre-published in the Canada Gazette by spring. There will be an opportunity for the public to provide further comments on the draft regulations at that time. How to participate Parks Canada is conducting consultations based on the following broad questions: What principles should be followed when evaluating permit applications? How can Parks Canada better help applicants through the permit process? What are the barriers to applying for construction permits from Parks Canada? Are there existing best practices in land use planning that could be successfully implemented in the Parks Canada context? Additional information and detailed questions have been developed and presented in the Discussion Paper for consideration and comment. Please consult the list of resources below for more information. Parks Canada will seek input from interested Canadians on the proposed planning permit process both in person and online. In-person consultations will include public open houses and meetings with key stakeholder groups in park communities. Dates and locations of these open houses will be published through local media when available.

Chapter 4 : Tourism carrying capacity - Wikipedia

National Parks management planning A management plan is a strategic guide for future management of a national park. It is required by legislation, guided by public consultation, approved by the Minister responsible for Parks Canada, and tabled in Parliament.

In the case of an individual tourist attraction it is the maximum number that can fit on the site at any given time and still allow people to be able to move. This is normally assumed to be around 1m per person.

Economic carrying capacity[edit] This relates to a level of acceptable change within the local economy of a tourist destination, it is the extent to which a tourist destination is able to accommodate tourist functions without the loss of local activities, [4] take for example a souvenir store taking the place of a shop selling essential items to the local community. Economic carrying capacity can also be used to describe the point at which the increased revenue brought by tourism development is overtaken by the inflation caused by tourism.

Social carrying capacity[edit] This relates to the negative socio-cultural related to tourism development.

Biophysical carrying capacity[edit] This deals with the extent to which the natural environment is able to tolerate interference from tourists. Environmental carrying capacity is also used with reference to ecological and physical parameters, capacity of resources, ecosystems and infrastructure. Conceptually, the notion of an inherent carrying capacity assumes a stable and predictable world, a "J-shaped" curve in the relationship between use level and impact, and techno-scientific view of what are essential value judgments. What is important is the acceptability or appropriateness of these impacts, an issue that is largely dependent on social and cultural value systems with science having an input. UNESCO the organization responsible for administrating the World Heritage list has expressed a concern that the use of Carrying capacity can give the impression that a site is better protected than it actually is, it points out that although the whole site may be below carrying capacity part of the site may still be crowded. That will perhaps be sustainable for both wildlife conservation and tourism industry.

Limits of Acceptable Change[edit] Limits of acceptable change was the first of the post carrying capacity visitor management frameworks developed to respond to the practical and conceptual failures of carrying capacity. The framework was developed by The U. It is based on the idea that rather than there being a threshold of visitor numbers, in fact any tourist activity is having an impact and therefore management should be based on constant monitoring of the site as well as the objectives established for it. It is possible that with in the Limit of acceptable change framework a visitor limit can be established but such limits are only one tool available. The framework is frequently summarised in to a nine step process.

Identify area concerns and issues. Define and describe opportunity classes based on the concept of ROS. Select indicators of resource and social conditions. Inventory existing resource and social conditions. Specify standards for resource and social indicators for each opportunity class. Identify alternative opportunity class allocations. Identify management actions for each alternative. Evaluate and select preferred alternatives. Implement actions and monitor conditions.

Visitor Experience and Resource Protection[edit] This framework is based on the idea that not enough attention has been given to the experience of tourists and their views on environmental quality. This framework is similar in origin to LAC, but was originally designed to meet the legislative, policy and administrative needs of the US National Park Service.

Descriptive and evaluative[edit] The process of estimating Tourism Carrying Capacity TCC has been described as having a descriptive and evaluative part. It follows in principle the conceptual framework for TCC as described by Shelby and Heberlein , and these parts are described as follows: Describes how the system tourist destination under study works, including physical, ecological, social, political and economic aspects of tourist development. Within this context of particular importance is the identification of: They are inflexible, in the sense that the application of organisational, planning, and management approaches, or the development of appropriate infrastructure does not alter the thresholds associated with such constraints. The type of impact determines the type of capacity ecological-physical, social, etc. Emphasis should be placed on significant impacts. Describes

DOWNLOAD PDF A MODEL FOR PLANNING AND MANAGING NATIONAL PARKS

how an area should be managed and the level of acceptable environmental impacts. This part of the process starts with the identification if it does not already exist of the desirable condition or preferable type of development. Within this context, goals and management objectives need to be defined, alternative fields of actions evaluated and a strategy for tourist development formulated. On the basis of this, Tourism Carrying Capacity can be defined. Within this context, of particular importance is the identification of: Differing definitions[edit] First of all, the carrying capacity can be the motivation to attract tourists visit the destination. The tourism industry, especially in national parks and protected areas, is subject to the concept of carrying capacity so as to determine the scale of tourist activities which can be sustained at specific times in different places. Various scholar over the years have developed several arguments developed about the definition of carrying capacity. Clark defined carrying capacity as a certain threshold level of tourism activity, beyond which there will be damage to the environment and its natural inhabitants Clark, As part of a planning system[edit] The definitions of carrying capacity need to be considered as processes within a planning process for tourism development which involves: Setting capacity limits for sustaining tourism activities in an area. Overall measuring of tourism carrying capacity does not have to lead to a single number, like the number of visitors http: In addition, carrying capacity may contain various limits in respect to the three components physical-ecological, socio-demographic and politicalâ€”economic. They should be carefully assessed and monitored, complemented with other standards, etc. Carrying capacity is not fixed. The reason for considering carrying capacity as a process, rather than a means of protection of various areas is in spite of the fact that carrying capacity was once a guiding concept in recreation and tourism management literature. These two have been deemed more appropriate in the tourism planning processes of protected areas, especially in the United States, and have over the years been adapted and modified for use in sustainable tourism and ecotourism contexts Wallace, ; McCool, ; Harroun and Boo,

Chapter 5 : National planning permit process - Parks Canada Agency

U.S. parks are an imperfect response to diverse human demands, but the process of responding to these demands has produced many different types of national parks and management strategies. The years of U.S. experience in balancing people's needs and desires with nature protection in national parks holds useful lessons for international.

Chapter 6 : Golden Gate National Recreation Area -

Planning for Inclusion Implementing an Accessibility Management Program in a Parks and Recreation Business Model. January 13, Jennifer Skulski National Center on Accessibility, Indiana University-Bloomington.