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Administration Manual
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FEDERAL PROVINCIAL PARKS COUNCIL

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say more about
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ADMINISTRATION MANUAL

SEPTEMBER, 1990

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1. INTRODUCTION AND BACKGROUND

1.1 Introduction

The Federal-Provincial Parks Council (FPPC) has been in existence since 1962. It has been a very active Council over the past twenty-eight years and has seen many changes in its involvement in park issues as well as the way it has functioned and operated.

Because the Council continues to evolve as new challenges arise and members change, the administrative procedures continue to change as well. In an effort to update and inform member agencies as to the current procedures of various FPPC activities, this manual has been formulated by the Province of Saskatchewan, from various existing records, files, reports, etc. to provide a reference document for all FPPC members. It is an operations manual of current procedures and is intended to be updated by the Council Coordinator on an ongoing basis as changes occur.

1.2 Historical Background

The Resources for Tomorrow Conference in 1961 emphasized the importance of coordinated federal, provincial and regional programs to meet the increased need for outdoor recreation facilities. There was additional recognition of the need for organized meetings of representatives of federal and provincial parks agencies to promote the interests of park development. The Federal-Provincial Parks Council was established in response to these recommendations. The first meeting/conference of the FPPC took place in Ottawa in 1962.

It was agreed at the first conference that following 1962, the Council (then called the Conference) would meet again in Ottawa in 1963, and every second year thereafter to consider broad matters affecting parks policy and planning. In addition, annual meetings of park administrators would be called to examine management techniques and exchange information. In essence, the Council was to be split into two Committees; the Policy Committee and the Technical Committee, with the former to meet every second year.

Membership of the Policy Committee was to be made up of Deputy Ministers and Assistant Deputy Ministers. The Chairman was the senior parks officer of the host agency, generally the Deputy Minister. The Policy Committee was to meet just following the technical sessions to respond to recommendations and resolutions arising from the latter. Membership of the Technical Committee was made up of Directors.

A General Chairman from the host agency directed the organization of the overall Council including the preparation of the agenda for the technical sessions, committee appointments and the submission of resolutions and reports to the Policy Committee.

In order that the relationship between the Policy and Technical Committees be clarified and understood by all, the Technical Committee undertook to operate under the following assumptions:

1. It was assumed the Policy Committee would address **itself** to the matters **requiring** provincial-federal arrangements and agreements.
2. The Technical Committee would concern **itself** with studies and recommendations on matters of a **technical, administrative and management nature**, the preparation of reports for the Policy Committee on special areas of concern such as education, research etc. and other items as required by the Policy Committee.
3. The Technical Committee would be authorized to organize **itself** in a constitutional manner to permit it to function in a proper and effective way.

Originally, it had been intended that the Federal Parks agency would host the Conference on alternative years. However, the decision to have each member agency take its turn evolved from the 1972 Conference.

In the years following 1972, the main concern of the Council appeared to settle on the technical sessions and the work of Committees. The functions of the Policy Committee somehow became integrated **with** the business session of the **Annual Conference which** received reports of committees, resolutions, recommendations of task forces, etc. The business session of the Conference later evolved **into its** present format as a **meeting** of FPPC Directors.

In 1972 as a follow-up to concerns in the 1971 Conference as to the adequacy of the organizational structure to meet the purpose and objectives of the Council, and its direction in the short and long terms, the Council recommended that a **continuing Council secretariat** be established. The purpose of the secretariat was to provide for the collection, collation and dissemination of information; communication among member agencies; administer the business of the Council and **to** carry out tasks as **may** be assigned from time to time.

In response to this, the Federal Parks agency agreed to provide secretariat services for an interim period following which it was suggested a secretariat be appointed on a contract basis with costs being shared between members.

After several years of study and negotiations, the FPPC secretariat was established on a continuing basis in 1975 through an arrangement with the Canadian Council of Resource and Environment Ministers (CCREM). This arrangement was originally to cover an 18 month trial period but was subsequently extended indefinitely.

The arrangements vested the administrative responsibilities for FPPC primarily in the FPPC Executive Committee and the CCREM Secretariat. The CCREM Executive Director was responsible for the budget and disbursement of FPPC funds. The member of the CCREM Secretariat staff designated as the FPPC Coordinator received technical direction from the FPPC Executive Committee. Office space and support service for the FPPC Coordinator was provided by the Federal Park agency. This arrangement remained in place for several years.

In 1986 the arrangement with the Federal Parks agency for office support and service was altered when the Coordinator at that time retired and was replaced by a Coordinator who resided in the Province of Manitoba. Because the new Coordinator did not wish to relocate, the Manitoba Parks agency agreed to furnish the new coordinator with office services. This set a new precedent and currently the office of the Coordinator is located in the province of residence of the Coordinator.

Arrangements with the CCREM for the handling of FPPC budgets and expenditures were altered in 1990 when the mandate of the CCREM changed (now called CCME - Canadian Council of Ministers of the Environment) and the Secretariat was no longer able to provide services to the FPPC. As a result of this change administrative responsibilities for the FPPC were assumed by the home province of the Coordinator until such a time as a new policy was set.

1.3 Role

The purpose of the Council **is to** foster the enhancement of park resources under Federal, Provincial and **Territorial jurisdictions** through the exchange of information and technical expertise as well as through a co-operative approach to **policy** development.

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1.4 Objectives

In 1971, the following objectives were adopted to guide the work of the Council:

- . To coordinate plans and programs with nation-wide implications;
- . To develop a framework for coordinating park systems across Canada;
- . To undertake and encourage park-related recreation research;
- . To promote efficient and effective park programs **including** such matters as staff development, operations techniques and interpretive programs;
- . To provide for the exchange of relevant information concerning the individual provincial park systems and the national systems;
- . To have concern for the provision of parks by other levels of government and quasi-governmental agencies, and for campgrounds and other recreation facilities provided by the private sector; and
- . To discuss matters of mutual concern with public organizations and groups.

In keeping with these objectives there are three program areas of importance to the Council.

(i) Policy Development

At the direction of the Ministers, the Council develops and submits for the Ministers meeting broad questions of policy development which are of national interest.

(ii) Technical Exchange

This program is implemented through the annual conference, through regional meetings, workshops, and through committees and task forces.

(iii) Staff Education

This is provided through courses organized by the Education Committee of the Council and member agencies.

2. Structure

2.1 Introduction

The Federal-Provincial Parks Council consists of 13 Directors which represent Park agencies from the Federal, Provincial and Territorial jurisdictions. The Council Directors appoint a Chairman and set up an Executive Committee to handle many of the administrative decisions and there is a Council Coordinator to act as secretary to the Council.

To fulfil the role and mandate of the FPPC, the Council has established a network of communication opportunities and *working* sessions through a schedule of meetings. These meetings involve Ministers responsible for Parks, Deputy Ministers and Council Directors.

In 1985, it became evident that some clarification of roles was required and as a result the Council completed and approved a Park Agencies Mechanisms Paper. This paper outlined various procedures for operation of the Council and has been included as Appendix A for reference. Procedures outlined in the paper are included in this manual however some slight changes have been made to more accurately reflect current practices.

It is clear that the Minister's Council provides overall direction for FPPC programs, and the Deputy Ministers are responsible for specific direction to the Directors. This is clearly outlined in the flow chart in Appendix A. Yet the Directors have an ongoing liaison, business, conference and workshop agenda, for which this Administration Manual provides background, co-ordination and policy direction.

Guidelines for the establishment of meetings as well as the roles and responsibilities of the Chairman, Executive Committees and Council Coordinator are outlined under the following headings.

2.2 Ministers Meeting

Purpose

- . To discuss and give direction to the Council on matters of interest and concern in the development and operation of parks and conservation systems.

Guidelines

- . Composition to consist of Ministers responsible for parks from the Federal, Provincial and Territorial member agencies.
- . Meetings will be convened biannually or when necessary.
- . Hosting of the Ministers meeting will be rotated consistent with the host agency for FPPC and the host Minister will serve as Chairman following the decision to hold each subsequent meeting in a particular location.
- . The Ministers meeting will establish liaison committees and mechanisms which will be assigned duties by the meeting.
- . The Council Coordinator will serve as secretary to the Ministers meeting.
- . Costs will be apportioned as for the Annual Conference shown in Sections 3.3 a) and b).

2.3 Deputy Ministers Meeting

Purpose

- . To coordinate and implement proceedings of the Ministers meeting and direct the ongoing functioning of the Directors.
- . To request, receive, assess and as deemed necessary, act upon recommendations and suggestions emanating from the Directors meeting and/or other committees appointed to carry out directions of the Deputy Ministers.

Guidelines

- . Composition to consist of a representative from each of the Federal, Provincial and Territorial member agencies.
- . A Chairman will be selected consistent with the Chairman of the Ministers meeting.
- . Meetings will be scheduled as deemed necessary by the Chairman.

- . The Council Coordinator will serve as secretary to the Deputy Ministers meeting.
- . Costs will be apportioned as for the Annual Conference shown in Section 3.3 a) and b).

2.4 Directors Meeting

Purpose

- . To implement the directions of the Deputy Ministers.
- . To provide a forum for the exchange of technical and program information.

Guidelines

- . Composition to consist of a representative from each of the Federal, Provincial and Territorial member agencies.
- . The meeting will select a Chairman for a one year term. (Selection of a Chairman to be consistent with the rotational selection of a host province for the annual conference.)
- . Meetings will be scheduled at least two times a year or as deemed necessary. Traditionally meetings are held in January and at the Annual Conference.
- . The Directors elect an Executive Committee to carry out ongoing administrative matters (see Executive Committee).
- . The coordinator will serve as secretary to the Directors meeting and Executive Committee meetings.

2.5 Council Chairman

The role of the Chairman is defined as follows:

- . To lead the efforts of the Council and the Executive Committee for a period of one year commencing at the beginning of each fiscal year.
- . To provide direction to the Council Coordinator and monitor performance.

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- . To ensure, with the aid of the Executive Committee and the coordinator, that a budget is prepared and approved by the Council and that expenditures are not in excess of the approved budget.

2.6 Executive Committee

The role of the Executive Committee is defined as follows:

- . To deal with broad administrative matters and policies which are not deemed to require involvement of the Council itself;
- . To present the budget to the Directors meeting and to assist the coordinator in exercising control of expenditures;
- . To alter the purposes for which items have been identified in the budget, with such variation not to apply to sums or expenditures in excess of \$1,000;
- . To expedite presentations and decisions at conferences, where necessary, and particularly with regard to business matters, by presenting a developed or reasoned position which represents the opinion of the Executive Committee;

Membership in the Executive Committee is composed of five persons. The chief officer from the host organization for the forthcoming conference is automatically the chairman of the Executive Committee. In addition, the past chairman as well as the prospective chairman from the next host organization are automatically members of the Committee. Other members include a member at large and a member from Parks Canada. The member at large is to be elected by the Directors for a term of two *years*.

2.7 Council Coordinator

The role of the Conference Coordinator is defined as follows:

- . To promote the success of the Council and its committees by providing assistance and ongoing support to ensure that objectives are achieved;
- . To assist in the organization of conferences and meetings, and to ensure that material required before, during, and after the meeting is produced as required;

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- . To coordinate activities to ensure that adequate physical arrangements and support facilities are provided for the annual conference;
- . To collaborate with host governments in all conference arrangements which are not the primary or sole responsibility of the Coordinator;
- . To provide a central bureau for the organization and exchange of information and research data;
- . To promote continuing communication between member agencies;
- . To assist with research and survey projects as required;
- . To provide liaison, according to whatever the current policy might be, with other governmental or non-governmental agencies with related interests;
- . To advise and be responsible to the Council on financial and administrative matters;
- . To advise and be responsible to the Executive Committee on all other matters with emphasis on technical aspects.

3.0 Annual Conference

3.1 Introduction

In addition to regular meetings, the FPPC has an annual conference which is hosted each year by member agencies on a rotational basis. A listing of all previous conference locations and conference topics is presented in Appendix B and Appendix C.

The conference consists of various business and technical sessions and is concluded by a field trip to various park areas within the jurisdiction of the host agency. The responsibility for conference arrangements is shared between the Council Executive, the coordinator and the host agency. Responsibilities of general preparations are as follows:

3.2 Breakdown of Conference Responsibilities

a) Executive Committee

- . To approve the program, format, agenda and registration fee of the conference.
- . To select recipients of merit and agency awards.
- . To approve the Councils share of conference expenditures (see Allocation of Costs).

b) Council Coordinator

- . To offer experience and continuity in making and/or assisting with physical arrangement of the conference.
- . To provide liaison between the Executive Committee and the host conference planning committee.
- . To arrange for support staff and equipment required during the conference for registration, secretarial support, document reproduction and translation in collaboration with the host agency.
- . To ensure that conference proceedings are recorded, translated, published and distributed to member agencies.
- . To ensure that merit and agency award plaques are available for presentation at the conference.

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- . To monitor all expenditures involving Federal Provincial Park Council funding of conference.

c) Role of Host Agency

- . To formulate the proposed program, format and agenda of the conference for approval by the Executive Committee.
- . To make all physical arrangements of the conference in close collaboration with the coordinator.
- . To develop a proposed budget and be responsible for all expenditures over and above the financial contributions of the FPPC.

d) Role of Awards Committee

- . To solicit nominees for the merit and agency awards and present to Executive Committee for final selection.
- . To present awards as required.

3.3 Allocation of Costs

Within the terms of conference expenditures, costs of the event are shared as follows.

a) Federal Provincial Park Council Budget

- . conference meeting rooms
- . travel costs, accommodation, meals and honorarium of guest speakers
- . electronic equipment and technicians for simultaneous interpretation
- . interpreters from Department of the Secretary of State, cost of travel, accommodation and meals
- . translation of conference materials and proceedings

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b) Host Agency

- . banquets
- . hospitality and other social events
- . tours
- . support facilities at conference including typing services, typewriters, stationary supplies, telephones, messenger and copying service

c) Canadian Park Services

- . payment of banquet costs to maximum of \$1,500.00

Although the foregoing is provided as clarification, it is reiterated that close collaboration between the Council Coordinator and the host agency is extremely desirable in making successful arrangements.

3.4 Registration Fee

- . The amount of registration fee is to be approved by Executive Committee.
- . Revenues collected through registration fees are to be applied to conference costs of the host agency.

3.5 Conference Components

- . Traditionally the Annual Conference has involved the following components:

Executive Committee Meeting
Directors Meeting
State-of-the-Nation Reports
Reports of Committees **i.e.** Education, Training
Workshops/Panel Discussions
Field Trips/Tours
Conference Banquet
Business Session **i.e.** meeting updates
Conference Summation

3.6 Non-Government Participation

Traditionally Non-Government Organizations (N.G.O.'s) have had limited involvement with the FPPC annual conference. At the 1987 conference in Baker Lake however it was agreed that the Council would like to see greater participation of the N.G.O.'s and since then more outside organizations have been invited to participate in annual conferences.

In recent years selected groups have attended conferences either as invited delegates or as presenters or facilitators in Conference workshops. The general tendency has been to involve only groups who are directly involved in the subject area of workshop sessions or who are local organizations in the jurisdiction of the Host agency. In some cases the choice of N.G.O.'s has been left up to the discretion of the host agency however for the 1989 and 1990 conferences the list of invited organizations was approved by the Directors.

Currently most of the material presented at FPPC Conferences is of an informational or discussion nature and N.G.O.'s are privy to no more information than they could already receive from any individual jurisdiction. In light of this fact and the current practices, the question is not whether N.G.O.'s should be invited but rather to what degree and by what procedure.

Policy

- . N.G.O.'s will be involved in the Conference by invitation only.
- . The list of organizations to be invited is approved by the Directors' prior to the Conference.
- . The list of proposed invitees would be generated by the Host agency of the Conference and presented to the Council for approval.

4.0 Committees/Working Groups

4.1 Introduction

Throughout the history of the FPPC, various working committees/task forces have been established to complete specific educational or policy development tasks. These Committees have been established as a result of the Deputy Ministers or Ministers meetings or are often generated internally as various issues or needs arise. To accommodate the establishment and operation of Committees, various guidelines have been set up and are listed as follows:

Guidelines

- . Terms of reference for the Committees will be provided to the working group to increase the probability that the working groups will provide reports containing specific responses and recommendations.
- . Committees may vary in composition but each will have an assigned Chairman.
- . The Chairman of each working group will, within two months of task assignment, provide to the Executive Committee Chairman and the Council Coordinator a brief description of his plans for the work of his group. This work plan is to include:
 - . a clear definition of the purpose of the group and what it is expected to accomplish;
 - . a tentative schedule of what is to be completed;
 - . an implementation strategy (if applicable) and any actions the Council should take to maximize the results of work performed by the group; and
 - . a proposed sunset date for the group.
- . The final report of a Committee should consist of the following elements:
 - . a main report;
 - . a synopsis of main report summarizing key points and, if necessary, identifying areas requiring further work by the committee or others, and suggestions or recommendations; and
 - . proposed resolutions.

- Reports should be provided to the Council Coordinator three months prior to the meeting in which they will be reviewed. This will allow time for translation, processing and circulation.
- Each group Chairman will provide an annual progress report to the Executive Committee Chairman and the Council Coordinator by the end of March each year.
- The Chairman of a working group will hold such office for the respective group for a period not to exceed two years unless there are special circumstances which dictate otherwise.

4.2 Awards Committee

To recognize excellence in the advancement of Park Programs, the Council has established an Awards program which involves the awarding of Agency and Merit awards. Agency awards are intended to recognize member agencies while Merit awards are to recognize individual achievement. To administer the program, the Council has established an Awards Committee which operates under the following guidelines:

Guidelines

- Composition of the Committee consists of the past Chairman of the Council, the present Chairman and the Council Coordinator.
- The past Chairman of the Council will serve as Chairman of the Committee.
- The names of Award nominees are submitted to the Awards Committee two months prior to the January Directors meeting.
- The recipients of Awards are approved by the Executive Committee at the January Directors meeting.
- Selection of recipients is influenced by the locality of the Conference, e.g. more eastern candidates selected when the conference is located in one of the eastern provinces.
- After the names of the Award recipients have been decided, the Council Coordinator will notify the recipients directly. Nominees not selected should be notified by the agency nominating them of the decision of the Awards Committee.

- . A listing of previous award recipients is included in Appendix D

A description of each award category is outlined below.

Agency Award

To recognize outstanding achievement by a member agency of the Federal Provincial Park Council.

Criteria

- . Achievement should be recognized as being of extraordinary significance to the Parks Program of the Agency as well as significant to the Canadian Parks Program.
- . Achievement should also demonstrate a dedication to the principles and objectives which are normally attributed to Park Systems in Canada and should be important to the public and park users.
- . Due regard should be given to the size and resources of the political jurisdiction represented by the Agency in assessing the significance of the achievement.
- . No more than one Agency Award should be presented annually but an award need not be presented if none is judged to be worthy, in any given year.

Merit Award

To recognize outstanding achievement by an employee of a member agency of the Federal Provincial Park Council.

Criteria

- . Achievement should be recognized as being of extraordinary significance to the Parks Program of the member Agency.
- . Selection of the recipient is based on three criteria;
 1. significance of accomplishment
 2. length of service in the parks field
 3. locality of nominee
- . All travel expenditures of award recipients are the responsibility of the sponsoring agency.

4.3 Training and Development Committee

To coordinate the structuring and funding of Council sponsored seminars, a Training and Development Committee has been established. This Committee is currently reviewing a Terms of Reference and more detailed information will be included in this manual in the future. Initial guidelines are as follows:

Guidelines

- Composition of the **Committee** consists of the **member-at-large** to the **Executive Committee**, the representative from the Federal **Park** agency and one other member to be appointed.
- The member-at-large will serve as Chairman of the Committee.

4.4 Park Officers Training Committee/Education Committee

The FPPC operates two park officer training programs annually. There is an eastern program offered in the Province of New Brunswick and a western program offered in the Province of Alberta. These programs are intended to provide an opportunity for broadening and upgrading knowledge in Park Operations so that employee effectiveness and service to the public may be improved.

To administer the park officers educational programs, the Park Officers Training Committee/Educational Committee has been established. Existing guidelines are listed below.

Guidelines

- The Committee is responsible for the administration of two Park Officer Training Courses: one offered in New Brunswick and the other in Alberta.
- Composition of the **Committee** consists of the representatives from the Province of Alberta, the Province of New Brunswick and the Federal Park agency.
- Chairman and Committee structure to be finalized.

The programs involve an intensive two week course that covers a variety of topics ranging from supervision and management concepts to park maintenance and private sector involvement. An example of course material for the eastern program is included as Appendix E as a reference.

4.5 Bear Trap Committee

In the spirit of fun and camaraderie, the FPPC makes a special presentation of a Bear Trap Award each year at the annual conference. This award is intended to recognize outstanding performance by a Council member or annual conference delegate in the area of conference organization, participation or performance. To choose the recipient of this prestigious award, a Bear Trap Committee has been established and operates under the following guidelines:

Guidelines

- . Composition of the committee consists of the current recipient of the Bear Trap Award, the Council member who has been with the Council the longest and the newest member to the Council.
- . The current recipient of the Bear Trap Award will serve as Chairman of the Committee.

4.6 Resolutions Committee

- . Resolutions have traditionally been put forward at the Business session of the Annual Conference.
- . The Resolutions *Committee* presents new resolutions and is responsible for recording the names of movers and seconders, amendments and the success or failures of the resolutions.
- . If a vote is necessary, only heads of delegations from member agencies are entitled to cast votes.
- . Each member agency represented at the conference is entitled to cast only one vote on a matter.

(Note: The Resolutions Committee has not been active since the early 1980's)

5*0 **Special Projects**

The Council from time to time has prepared documents to report on activities of the Council and of the member agencies themselves. In the past, the Council has published a Newsletter as well as an annual Statistical Report. Currently only the Newsletter is being published however the need for the Statistical Report is being reviewed. Guidelines for completion of the Newsletter are outlined below.

5.1 Newsletter

- . A newsletter will be published twice a year preferably in April and November which will provide updates midway between Directors meetings.
- . The Council Coordinator will have the responsibility of preparing and distributing the Newsletter.
- . Each member agency is to submit the name of a contact person from their respective agency to the Council Coordinator to aid in preparation of the Newsletter articles or updates.
- . Components of the Newsletter will be as follows:
 - a) Council Update
 - . brief summaries of meetings held since last Newsletter, i.e. Directors, Ministers or Deputy Ministers meetings
 - b) Member Agency Update
 - . updates or articles submitted by member agencies
 - c) Upcoming Events/Announcements
 - . special events, further meetings, deadlines for papers, etc.

5.2 Parks Day

- . Parks Day in Canada will be the third Sunday in July .
- . Each agency is responsible to make the required proclamations/announcements/promotions in their own jurisdiction.
- . Co-ordinator for Parks Day will be the member agency responsible for the FPPC Annual Conference in the following year.
- . Duties of the co-ordinator will be:
 - a) to setup a process of communications among member agencies to co-ordinate Parks Day;
 - b) to decide, in conjunction with member agencies and the Council on a yearly logo for Parks Day;
 - c) to establish tasks and deadlines for activities associated with common programs, if any;
 - d) to produce a report on Parks Day, to include an overview of activities by jurisdiction, and an evaluation of the program and its costs; this report tabled at the January Directors's meeting.

6.0 Budget

Introduction

Financial support of the Federal-Provincial Park Council is provided by all member agencies. Contributions are made according to the following formula: Canada contributes one-third of the annual budget and the balance is provided by each agency on the basis of its population (1986 census) and with a minimum contribution set at \$100. (An example of this breakdown is included in Appendix F). The preparation and administration of the budget is covered by the following guidelines:

Guidelines

- . The annual FPPC Budget is prepared by the Coordinator and submitted for analysis and approval by the Executive Committee at their meeting during the annual conference.
- . The Executive Committee submits the proposed budget to the Council for approval.
- . The budget is approved at the January Directors Meeting and is approved for the fiscal year which commences on the first day of the following April.
- . Approximately 1-2 months ahead of the start of the fiscal year i.e. February 15, the agency responsible for managing the funds of the FPPC (British Columbia as of April 1, 1990) will solicit annual contributions from each of the 13 agencies on the basis of the cost sharing formula.
- . Budget items or requests from Committees, i.e. seminar funding, should be submitted to the Executive Committee prior to the fall meeting to be incorporated in the proposed budget for review by the Directors.
- . All expenditures are monitored by the Council Coordinator and approved by the Executive Committee.

7.0 Conclusion

It is the responsibility of the Council Coordinator to advise Council members of the procedures outlined in the document in an effort to avoid variance from the procedures due to a lack of knowledge on the part of new Council members. It is also the responsibility of the coordinator to record any decisions to change these approved procedures and to provide all members with an updated version of the document when changes occur.

FEDERAL-PROVINCIAL-TERRITORIAL PARK AGENCIES MECHANISMS PAPER

INTRODUCTION

At the September 7, 1985 meeting of the Deputy Ministers of National, Provincial and Territorial Parks held in **Banff**, Alberta, an offer by Alberta to prepare a paper on role clarification of the Parks Deputy Ministers and Directors was accepted. On June 18, 1986, Ministers responsible for Parks met in Hull, Quebec and agreed to meet at least every **two** years. Park Directors considered a draft paper prepared by Alberta at their meetings **in Charlottetown**, August 1986 and **in Ottawa**, **January** 1987. This paper incorporates all the recommendations of those meetings.

PROPOSED LINKAGE MECHANISMS FOR PARK AND CONSERVATION AGENCIES

For many reasons, this appears to be an appropriate time for more effective coordination, liaison and communication among and between Federal, Provincial and Territorial **agencies** responsible for parks and conservation. One of the ways that this can happen **is** through an effective linkage mechanism between these agencies.

OVERALL STRUCTURE

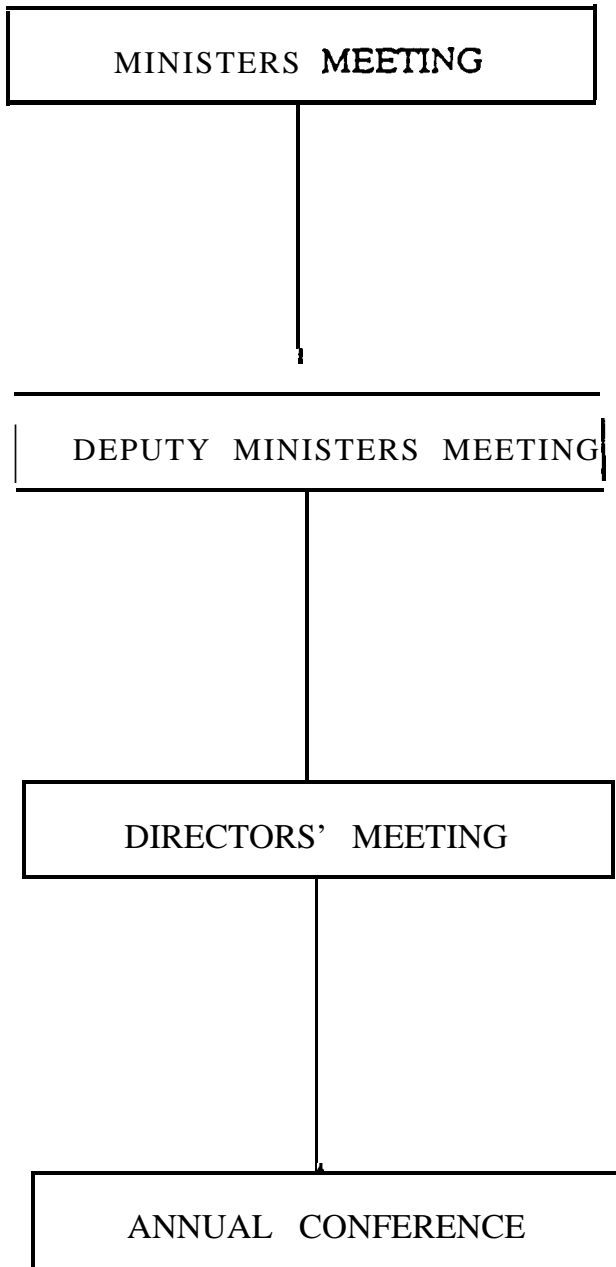
The basic components for an effective linkage mechanism through which effective relationships could be implemented are:

- 1) **Biennial** meeting of Federal, Provincial and Territorial Ministers.
- 2) Meetings, as required, of Federal, Provincial and Territorial Deputy Ministers to implement the directions and/or requests of the Ministers.
- 3) Meetings, as required of Federal, Provincial and Territorial Directors.

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PARK AND CONSERVATION AGENCIES - LINKAGE MECHANISMS

STRUCTURAL CHART



- Ministers responsible from the Federal, Provincial and Territorial Governments.
- Meets biannually on rotation basis.
- Host agency would Chair meeting.
- Assign duties, identifies report preparation needs as appropriate.
- Deputy Ministers responsible from Federal, Provincial and Territorial Park Agencies.
- Chairman selected to be consistent with Ministers' meetings.
- Coordinates the Ministers' meeting.
- Directs the Directors' Meeting to undertake specific reports, projects, etc.
- Receives, assesses and acts upon recommendations, suggestions from Directors' Meeting.
- Directors responsible from the Federal, Provincial and Territorial Park Agencies.
- Chairman selected for one year term.
- Annual meeting to be hosted by agencies on a rotational basis, and in addition, to Ministers' meeting.
- Work to be undertaken as requested by Deputy Ministers.
- Directors responsible from the Federal, Provincial] and Territorial Park Agencies.
- Chairman same as for Directors' meeting.
- Hosted by Same agency as Directors meeting.

The basic structure would provide a means for ongoing discussions, interchange of ideas and concepts and create opportunities for sharing of program information cooperative initiative among the Federal, Provincial and Territorial agencies responsible for Parks.

The intention is to hold a **biennial** Ministers' Meeting with other meetings of supportive groups such as the Deputy Ministers and the Directors and possibly their subcommittees, as required.

MINISTER'S MEETINGS

It **is** felt important that a meeting of Ministers responsible for Parks be convened biannually.

The purpose of such a meeting could be to discuss matters of common interest and **concern**. It will be necessary that the Ministerial Meeting establish liaison committees and mechanisms which will be assigned duties by the Ministers' Meeting. It is recognized that each jurisdiction is responsible for **its** own policy formulation and approval.

RECOMMENDATIONS

- 1) **That** a meeting of Ministers responsible for **Parks in** Canada be convened biannually, if **possible** and necessary, to discuss **matters of interest and concern in the** development and operation of parks and conservation systems.
- 2) **That** hosting of the Ministers' Meeting be rotated biannually and that the host Minister thereof would serve as Chairman following the decision to hold each subsequent meeting in a particular location.

DEPUTY MINISTERS' MEETINGS -

The role of the Deputy Ministers' Meeting should be considered as one of coordinating and directing.

It is felt important that regular meetings be held to assess park and conservation system development in Canada.

The meetings should also assign duties from the Ministers' Meeting to appropriate bodies.

RECOMMENDATIONS

- 1) **That** ongoing Deputy Ministers' Meetings are necessary. The composition to consist of a representative of the Federal Park agency, each of the ten (10) Provincial Park agencies and the two (2) Territorial Park agencies. This meeting will select a Chairman consistent with the Chairman of the Ministers' Meeting and establish a schedule of meetings.
- 2) That the meeting's role will be to coordinate and implement the Ministers' Meeting and direct the ongoing functioning of the Directors.
- 3) That the meetings will request, receive, assess and, as deemed necessary, act upon recommendations and suggestions emanating from the Directors' Meeting and/or other committees which from time to time may be appointed to carry out the directions of the Deputy Ministers.

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DIRECTORS' MEETING

The role of the Directors' Meetings should be advisory. Its major responsibilities will include implementation of directions from the Deputy Ministers' Meetings, as well as, providing a forum for exchange of technical and program information.

RECOMMENDATIONS

- 1) That ongoing Directors' Meetings are necessary. The composition to consist of a representative of the Government of Canada, each province and territory. The meeting should select a Chairman for a one year term and establish a schedule of meetings.
- 2) That the work of the Directors will be guided by a Constitution that would be approved by the Deputy Ministers.
- 3) That the Directors will elect an Executive consisting of the **Chairman**, a Parks Canada member and three members-at-large. Terms of the offices would be for one year. One of the members-at-large should be from the province hosting the Ministers' Meeting. Members-at-large should be rotated to achieve continuity.
- 4) That the Coordinator, as currently described, should serve as the Secretary to the Directors' Meetings.
- 5) That the Directors shall appoint, upon Deputy Ministers' approval, such ad hoc and standing committees as required.

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OTHER CONSIDERATIONS

- 1) The current relationship between the Executive Director of C. C.R.E.M. and the Coordinator of F. P.P.C. be retained as long as the C. C.R.E.M. wishes that relationship to continue under the current understanding. If C.C.R.E.M. wishes to propose alternative relationships, that those be considered by the Deputy Minister.
- 2) That the current relationship between Parks Canada and the Coordinator for accommodation and support be continued, with much thanks and appreciation to Parks Canada.
- 3) That the current formula for agency fee assessment be retained and that options for funding Deputy Ministers' Meetings and Ministers' Meetings be developed. These options should be prepared by the Directors for consideration by the Deputy Ministers.
- 4) That the Coordinator serve as Secretary to the Directors' Meeting, Deputy Ministers' Meeting and the Ministers' Meeting, with support in translation and minutes from the Canadian Intergovernmental Conference Secretariat and/or the host agency.
- 5) That the name Federal-Provincial Parks council be used to describe the linkage mechanism existing at the Director level, formerly called The Federal-Provincial Parks Conference.

FEDERAL PROVINCIAL PARK COUNCIL

ANNUAL CONFERENCE SCHEDULE

1962 - 1991

CONFERENCE	YEAR	LOCATION
1	1962	Canada - Ottawa
2	1963	Canada - Ottawa
3	1964	British Columbia - Victoria
4	1965	Canada - Ottawa
5	1966	Manitoba - Winnipeg
6	1967	Nova Scotia - Sydney
7	1968	Ontario - Algonquin Park
8	1969	Canada - Jasper Park
9	1970	New Brunswick - Fredericton
10	1971	Prince Edward Island - Charlottetown
11	1972	Alberta - Edmonton
12	1973	Canada - Ottawa
13	1974	Quebec - Quebec City
14	1975	Northwest Territories - Yellowknife
15	1976	Saskatchewan - Regina
16	1977	Newfoundland - St. John's
17	1978	British Columbia - Victoria
18	1979	Manitoba - Winnipeg
19	1980	Ontario - Kingston
20	1981	Yukon - Whitehorse - Fort Selkirk
21	1982	Nova Scotia - Halifax
22	1983	Alberta - Calgary
23	1984	New Brunswick - Saint John
24	1985	Canada - Banff
25	1986	Prince Edward Island - Charlottetown
26	1987	Northwest Territories - Baker Lake
27	1988	Quebec - Quebec City
28	1989	Saskatchewan - Regina
29	1990	Newfoundland - St. John's
30	1991	British Columbia

ANNUAL CONFERENCES

YEAR	LOCATION	THEMES	TOPICS/WORKSHOP/ ETC.
Nov/62	Ottawa, Ont.	Outdoor Recreation Resources in Canada	<ul style="list-style-type: none"> . Research . Training . The Role of Private Enterprise . Charges and Fees
Nov/63	Ottawa, Ont.	n/a	<ul style="list-style-type: none"> . Assessment of Non-urban Park Lands . Interpretation and Parks . Measurement of Park Use . Park Planning and Design . Park Organization & Administration . Publicity and Public Relations . The Park Classification Proposal
Sept/64	Victoria, B.C	n/a	<ul style="list-style-type: none"> (Workshop sessions) in . Park Facility Design . Techniques for Tallying Recreation Use of Parks . Winter Use of Parks and Development for Winter Sports . Problems in Operating and Maintaining Parks . Acquisition and Management of Historic Park and Site . Park Security

YEAR	LOCATION	THEMES	TOPICS/WORKSHOP/ ETC.
Sep/65	Ottawa, Ont.	n/a	(Topics) . Economics of Campground Management . Ways and Means of Lengthening the Recreation Season . Technical Standards Employed in Providing Various Park Facilities . Standardization of Use Data
Sep/66	Winnipeg, Man.	n/a	(Topics) . The Role of Provincial Parks . Provincial Park Lands Use Policies . Impact of Provincial Parks on the Local Economy (Workshops) . Concession Leasing Arrangements . Provincial Parks Role in Providing Naturalist Programs . Golf Course Construction and Operation
Sep/67	Sydney, N.S.	The next 100 years in Outdoor Recreation.	(Topics) . Economics of Outdoor Recreation . Interpretation in Recreation . A Systems Approach to Park , Planning
Sep/68	Algonquin Park, Ont.	Use and Understanding	. Multiple Use of Park Lands - Bane or Boom . Interpretation - What to do

YEAR	LOCATION	THEMES	TOPICS/WORKSHOP/ ETC.
Sep/69	Jasper National Park, Alta.	Where Do We Stand	. National Parks, Today and Tomorrow . Use in Resource Based Parks . Lessons to be Learned from Public Hearings & Involvement in the Park Program . International Biological Program
Oct/70	Fredericton, N.B.	Parks and People	(Workshops) . Interpretation . Planning . Operations
Sep/71	Charlottetown, P.E.I.	The Next Few Years	(Workshops) . A Re-evaluation of Conference Objectives and Machinery . Research Capability . Operational Problems . Conference Participation in the 1973 CCREM Conference . A Federal-Provincial Network of Parks . Operational Problems
Sep/72	Edmonton, Alta.	Park Needs in a Changing Society	(Workshops) . Administration - Park Financing . Planning - Multiple Use . Operations - Recreation Vehicle Use in Parks . Park Systems Planning

YEAR	LOCATION	THEMES	TOPICS/WORKSHOP/ ETC.
Sep/73	Ottawa, Ont.	Tourism and Parks	<ul style="list-style-type: none">. The Demand for Outdoor Recreation. The Supply of Outdoor Recreation. Regional Economic Impact of Parks. Historical Resource Planning in Outdoor Recreation Systems. Park Fee Structure. Visitor Management. Management of an Overloaded System. Commercial Facilities in Parks. Interpretation - Objectives and Target Setting. Tourism and Interpretation. Total" Communication in Interpretation
Oct/74	Quebec City, P.Q.	Parks and Wildlife	(Workshops) <ul style="list-style-type: none">. Trail Concepts. New Concepts in Park. Urban Oriented Parks. Fish & Wildlife Interpretation. How to Cut Operating Costs
Sep/75	Yellowknife, N.W.T.	Parks for All People and All Seasons	(Workshops) <ul style="list-style-type: none">. Winter Recreation. Transportation and Access 1,. Project Resources. Environmental Concerns in and around Parks

YEAR	LOCATION	THEMES	TOPICS/WORKSHOP/ ETC.
Ott/76	Regina, Sask.	Parks Today and Tomorrow, A Challenge	(Panels) . Parks Today and Tomorrow, A Challenge . Urban Parks . The Role of National Parks . Historic Parks
Oct/77	St. Johns, Nfld.	Role of the Federal and Provincial Parks	(Technical Session) . Recreation Shorelines . Land for Park Purposes . Park Futures
.. Sep/78	Victoria, B.C.	Modern Management Practices	(Topics) . Program Planning and Budgeting Systems . Establishing Investment Priorities . Program Evaluation
oct/79	Winnipeg, Man.	"Recreation corridors" - The Need to Coordinate for Mutual Benefits	(Workshops) . Trails and Corridors . Cross Country Trails . Federal-Provincial Financing . Legal Responsibilities of Trail and Corridor Users (Panels) . Trail and Corridor Development' . How can Private and Public Sectors Cooperate to Realize Mutual Benefits

YEAR	LOCATION	THEMES	TOPICS/WORKSHOP/ ETC.
Aug/80	Kingston, Ont.	Park and Tourism in 1980's - prostitution or Progress	(Panels) . Trends in Tourism (Discussions) . Role of Parks and Tourism in Economic Development . Role of Private Enterprise in Parks . Destination Resorting in Parks . Impact of Tourism on Park Resources . Park and Travel Trade . Marketing Parks as Tourism Destinations . Hospitality in Parks
Sep/81	Whitehorse, Yukon	Northern and Remote Parks, Development, Management, Impact	(Panels) . Development & Management Approaches for Northern and Remote Parks . Impact of New Park Development (Workshops) . Presentations of the impact on: - Communication - Business - Traditional Use

YEAR	LOCATION	THEMES	TOPICS/WORKSHOP/ETC.
Ott/82	Halifax, N.S.	Parks and Energy	(Topics) <ul style="list-style-type: none">. Energy Impacts and Park Systems. Changing Visitor Characteristics. Energy Impacts on Parks. Rising Energy Costs and Inflation. Strategies for Development of BC Parks Park Management and Operational Responses: <ul style="list-style-type: none">. Internal Energy Conservation Program. Energy Conservation Ontario. Marketing Philosophy BC. Urban Parks. Planning and Design. Performance Measurement. Management - Operational Trends
Aug/83	Calgary, Alta.	Strategies for Fiscal Restraint	(Workshops) <ul style="list-style-type: none">. Administrative Efficiency. Improving Operational Efficiency. Reducing Standards, Services, Expectations. Transferring Agency Responsibilities. Recreationalists Should Pay for Services. Improving Strategic Planning

YEAR	LOCATION	THEMES	TOPICS/WORKSHOP/ ETC.
Aug/84	Saint John, N.B.	Innovative Park Management for the 80's	(Topics) . Volunteer and Cooperative Activities . Social Trends and Their Implications for Parks . Resource Enhancement and Cost Reduction . Marketing of Parks . Cooperative Management
Sep/85	Banff, Alta.		(Discussions) Park Program Planning, Policy and Research: . Strategies for Directing Near Team Use of Park . Trends in Park Use . Broadening the Constituency of Parks . Friends of Parks Park Management Techniques: . Privatization . Management Systems . Maintenance Management . Economic Impact Model The Park Continent: . Continental Parks and International Developments . Continental Park Stock-Taking

YEAR	LOCATION	THEMES	TOPICS/WORKSHOP/ETC.
Aug/86	Charlottetown, P.E.I.	Focusing on Future Park Directors	(Workshops) . Demand Oriented Pricing for Park Services . Exemptions from Park Fees . Interpreting the Signals . Risk Management . Economic Impact . Task Force on New Park Establishment
Aug/87	Baker Lake, NWT	Issues in New Park Establishment	(Workshops) . Heritage Lands . Conservation Subagreements . Easing Resource Conflicts . Building Constituencies . Creation of Parks in Northern Areas . Marine Parks Policy . Recreation and Future in Canada
Aug/88	Quebec City, P.Q.	Today's Parks for Tomorrow, Assessment and Current Trends	(Workshops) . Management of Natural Resources . Privatization and Delegation of Management . Marketing of Parks . Cooperative Associations and Volunteer Work

YEAR	LOCATION	THEMES	TOPICS/WORKSHOP/ETC.
Aug/89	Regina, Sask.	Canadian Parks: Facing the Future Together	(Workshops) . Cooperative Marketing . Role of Non-government Officials . Resource Management/Use . Policy for Seniors

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Appendix D

AWARDS RECIPIENTS

NEWFOUNDLAND

Merit Award

1982 - **George Chafe**
(Halifax, Nova Scotia)

Agency Award

1985 - Province of Newfoundland-Labrador
(Banff, Alberta)

NEW BRUNSWICK

Merit Award

1984 - **Robert MacLaggan**
(Saint John, New Brunswick)

1986 - **Dale Colpitts**
(Charlottetown, Prince Edward Island)

1986 - **Clayton Allison**
(Charlottetown, Prince Edward Island)

NOVA SCOTIA

Merit Award

1982 - **Earl Atkins**
(Halifax, Nova Scotia)

1982 - **Harry Grant**
(Halifax, Nova Scotia)

Agency Award

1989 - Nova Scotia, **Dept.** of Lands and Forests

PRINCE EDWARD ISLAND

Merit Award

1982 - **Wendell Profitt**
(Halifax, Nova Scotia)

1986 - **Beryl Cullen**

ONTARIO

MANITOBA

SASKATCHEWAN

Merit Award

1989 - Lyle Lensen
(Regina, Saskatchewan)

1989 - Barry Tether
(Regina, Saskatchewan)

1989 - Alex Dunlop
(Regina, Saskatchewan)

1989 - Denzil Presser
(Regina, Saskatchewan)

Agency Award

1987 - Saskatchewan Dept. of Parks, Recreation
and Culture
(Baker Lake, Northwest Territories)

ALBERTA

Agency Award

1983 - Walter Danyluk
(Calgary, Alberta)

1985 - James P. Acton
(Banff, Alberta)

BRITISH COLUMBIA

YUKON

NORTHWEST TERRITORIES

Agency Award

CANADA

Agency Award

- 1985 - Kurt Seel
(Banff, Alberta)

- 1986 - Dick Kendall
(Charlottetown, Prince Edward Island)

- 1986 - Pat Thompson
(Charlottetown, Prince Edward Island)

- 1989 - Mac Estabrooks
(Regina, Saskatchewan)

Park Officers' Training Courses

Federal Provincial Parks Council

ABOUT THE COURSE

The intent of this course is to provide an opportunity for broadening and upgrading knowledge in *Park Operations* so that employee effectiveness and service to the public may be improved.

The Park Officers Course is being held September 16, 1990 to September 29, 1990 at the Maritime Forest Ranger School in **Fredericton**, New Brunswick. The School provides accommodations, meals and the support facilities needed for an intensive TWO WEEK course. The program blends lectures, workshops, seminars, projects, and field trips.

Course instructors are drawn from member park agencies of the Federal Provincial Parks Council as well as professionals and experienced laymen in the topics being covered.

OBJECTIVES OF THE COURSE

1. To provide a *Forum* for the interchange of ideas between the different park agencies.
2. To assess various park management objectives and methods.
3. To acquaint candidates with changing trends and new techniques.
4. To stimulate candidates to explore alternative methods of dealing with management issues and problems.

WHO MAY ATTEND

1. Park Officers, Park Managers, District Superintendents, Park Wardens and Park Rangers who will assume or have assumed a responsible, **supervisory** or management position in park operations.
2. Technical and Professional Level Staff who have a role in park operations.

GENERAL COURSE OUTLINE

Block One - Supervisory Management Practices and Human Relations

Block Two - Park Operations

TOURISM, RECREATION & HERITAGE
PROVINCIAL PARKS & HISTORIC SITES
P.O. BOX 12345, FREDERICTON, NEW BRUNSWICK E3B 5C3

BLOCK ONE

This session provides an opportunity for candidates to increase their awareness of current **supervision** and management concepts. The seminar encourages the exchange of information among the participants while providing an opportunity for "stock-taking" and "feedback". It also introduces the candidate to the role of the **supervisor** as it relates to Park Operations.

Key content areas include: values in the workplace, leadership styles, lifestyles, **communication, motivation, delegation**, coaching and counseling, problem solving, goal setting, and time and stress management.

BLOCK TWO

This block **stresses** improving skills and understanding various methods and **functions** involved in Park Operations.

Topics covered in this block include: **maintenance in the park plant, private sector involvement in park operations, management strategies into the '90's, visitor services, human relations in law enforcement, enforcement in the park environment, risk management, park operations planning and marketing parks.**

A three day field trip visits Provincial Parks and National Parks in New Brunswick- Throughout the course, candidates may be assigned individual or class projects pertaining to topics covered.

THE FEDERAL PROVINCIAL PARKS COUNCIL

Two areas of concern were identified during the Resource for Tomorrow Conference in 1961:

1. The importance of coordinated federal, provincial and regional programs to meet the increased need for outdoor recreation facilities.
2. The need for organized meetings of representatives of federal and provincial park agencies to promote the interests of park development.

The Federal Provincial Parks Council was established as a result of these recommendations.

COUNCIL PROGRAMS

There are three basic programs operated by the Council:

- a. **Policy Development** which, at the direction of the Ministers, the Council develops and submits for the Minister's meeting, broad questions of policy development which are of National interest.
- b. **Technical Exchange** program which is implemented through the annual conference, through regional meetings and through committees and task forces.

- b. **Technical** Exchange program which is implemented through the annual conference, through regional meetings and through committees and task forces.
- c. Staff Education which is provided through courses organized by the Education Committee of the Council.

COUNCIL ADMINISTRATION

The Federal Provincial Parks Council is administered by the Council Secretariat whose responsibility it is to collect and circulate pertinent information, to provide communication between member agencies and to administer the business of the Council.

The actual preparation for the annual conference and the involvement of committees whose energies are directed towards the continued work of the Council during the year requires much detailed explanation. In brief, the Federal Provincial Parks Council is a coordinated effort of all Federal and Provincial Park agencies - the Park Officers' Course in Management and Administration being one result of direction given by the Council.

PARK OFFICERS' COURSE IN MANAGEMENT AND ADMINISTRATION

Participating Park Agencies, Provinces and Territories:

Newfoundland	Manitoba
Prince Edward Island	Saskatchewan
Nova Scotia	Alberta
New Brunswick	British Columbia
Quebec	Northwest Territories
Ontario	Yukon

National Park Regions:

Atlantic	Prairie
Quebec	Western
Ontario	

Other Agencies:

National Capital Commission	Metro Toronto Conservation
St. Clair Parkway Commission	Authority
Niagara Park Commission	Grand River Conservation
Baxter State Park Maine	Authority

COURSE COSTS

The cost is \$1,100.00 which includes registration, tuition, accommodation, meals, field trip, and all course costs. See the application form for details.

APPLICATIONS ARE AVAILABLE FROM YOUR PARK AGENCY AND ALL APPLICATIONS MUST BE RECEIVED NO LATER THAN JUNE 30TH FOR THE COURSE.

CALCULATIONS FOR AGENCY CONTRIBUTIONS
FOR FISCAL YEAR 1990-91

Approved Budget 1990-91	\$49,693
Canadats Contribution 33 1/3%	<u>16,564</u>
Balance of Contributions by Provinces and Territories	\$33,129

Provinces	Population 1986 Census in Thousands	% of Total Canadian Population	Assessment as % of \$33,129	Corrected Assessment
Ontario	9,114	35.95	\$11,910	\$11,900
Quebec	6,540	25.80	8,547	8,537
British Columbia	2,889	11.40	3,777	3,767
Alberta	2,375	9.37	3,104	3,094
Manitoba	1,071	4.22	1,398	1,388
Saskatchewan	1,010	3.98	1,319	1,309
Nova Scotia	873	3.44	1,140	1,130
New Brunswick	710	2.80	927	917
Newfoundland	568	2.24	742	732
Prince Edward Island	127	.50	166	155
Northwest Territories	52	.20	66	100
Yukon	24	.10	33	100
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Total:	25,353	100.00	\$33,129	\$33,129